

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail A – Item 2, Repeat Maltreatment (Maltreatment of Children in Foster Care)

Goal: To improve the incidence of maltreatment in foster care

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Finalize CPS policy clarification distinguishing discipline violations handled by foster care from maltreatment reports to be handled by CPS (Form 431). Publish CPS policy clarification to county staff.	Transmittal to counties	Rebecca Jarvis	Dec. 2001	<u>This benchmark was achieved.</u> Social Services Manual Transmittal 01-13 was released on 12/17/01. This transmittal revised the Special Investigations Section of the CPS manual, which includes CPS investigations and private agency foster homes. CPS policy requirements clearly state, and reference applicable foster care policies, on the screening of reports to determine if the allegations warrant a CPS investigations or an assessment of foster care staff. Eight training sessions were conducted statewide on this policy.	
June 2002	Inquire at ORS regarding their collection of data from maltreatment investigations in institutional settings.	Memo to team	Shirley Vassy	Sept. 2002	<u>This benchmark was achieved.</u> Inquiry was made with Office of Regulatory Services (ORS) regarding data collections of maltreatment in institutional settings. If the agency could use ORS data collections to determine the number of non-child welfare children abused by foster parents in the institutions, a determination could be made as to a part of the discrepancy in the data. ORS uses a system Aspen Central Office (ACO) to collect data, which would show any alleged complaints of	

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					<p>child abuse that occurs in a residential care home or a foster placing agency. The system does not list the legal custodian of the child. Therefore, this data would not aide the agency in determining non-child welfare children included in measures for maltreatment in foster care. A memo was written to convey this information to the team members.</p> <p>Completion Date: September 2002</p> <p>What needs to be accomplished: Written memo will be shared with team members who were not present at the last committee meeting. This will be completed February 2003.</p>	
July 2002	Produce descriptive statistics on foster care victims	Report to team	Shirley Vassy	Sept. 2002	<p><u>This benchmark was achieved.</u></p> <p>Using information on the substantiated maltreatment to foster care children by foster parents or residential/facility staff for the period of January 2001 – December 2001, a profile of the victims was produced.</p> <p>Completion Date: Work began with approval of the PIP, final completion of the report occurred December 2002</p> <p>Next steps: The information gathered on the foster care victims will be used to guide policy and training changes. In January 2003, changes were made in the data collection system to</p>	Currently the data collection instrument (Form 431) is completed for all assessments of abuse or neglect in foster homes or institutions. The children in the foster homes/institutions are not separated in groups of children in agency custody vs. children in parental custody. In producing the report a mechanism to monitor data collection of children included a

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					improve the capacity of collecting more specific data of children abused in foster care. Information from the new enhanced system will be used in monitoring described in step 13.	paper copy of investigations to better identify and describe foster care victims.
July 2002	Compare foster care victims to other victims	Report to team	Shirley Vassy	Sept. 2002	<p><u>This benchmark was achieved.</u> A report was prepared using data for the period January 2001- December 2001.</p> <p>Completion date: this step was only partially achieved by September 2002. The report was shared with the team after the approval of the PIP in November 2002.</p>	
July 2002	Compare foster care victims to non-victim foster care children	Report to team	Shirley Vassy	Sept. 2002	<p><u>This benchmark was achieved.</u> A report was prepared using data for the period January 2001- December 2001.</p> <p>Completion date: this step was only partially achieved by September 2002. The report was shared with the team after the approval of the PIP in November 2002.</p>	
June 2002	Determine proportions of reports by placement setting	Report to team	Shirley Vassy	June 2002	<p><u>This benchmark was achieved.</u> Completion date: June 2002 and ongoing. This information was shared with the team prior to the approval of the PIP. This information will be shared on a semiannual basis.</p> <p>Resources to enhance the measurement of this benchmark:</p>	

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					Beginning in January 2003 statewide reporting on Form 431 of private versus agency approved foster homes will enhance the capacity to report on this step.	
July 2002	Produce a profile of foster families involved in maltreatment investigations	Report to team	Shirley Vassy	Sept. 2002	<p><u>This benchmark was achieved.</u> This information will be further analyzed to determine if there is an association between demands placed on foster parents and the incidence of maltreatment in foster care.</p> <p>Completion date: September 2002 and ongoing. The report to the team was shared after the approval of the PIP in November 2002. The enhancements to the data collection system should increase the capacity to determine any similar descriptive elements of the foster parents involved in maltreatment.</p>	The capacity of the current data collection system limits the elements in the profile. In January 2003 several enhancements were added to the data collection system, which should increase the capacity to profile foster families involved in maltreatment.
May. 2002	Examine the policy and training of institutional staff	Report to team	Normer Adams	Mar. 2002	<p><u>This benchmark was achieved.</u> The training policy of institutional staff was reviewed. A report was made to the team on the requirements for all staff by regulation. The report also compared the training of institutional staff with the agency's training of foster parents.</p> <p>Completion date: May 2002, this item was completed prior to PIP approval.</p>	

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Oct. 2002	Examine the policy and training of foster parents and social services staff	Report to team	Liz Bryant, Winifred Abdullah, Betty Wright, Geraldine Jackson-White	Dec. 2002 Requesting a date change to March 2003	<p>Initiated a series of meetings to review policy and training requirements for DFCS foster parents.</p> <p>Policy: Two meetings of core workgroup members held to review and discuss steps to be taken in implementing this action strategy. A proposal is presently being developed to outsource the task of reviewing and completing a comparative analysis of commonalities and differences in DFCS (public) and Office of Regulatory Services (ORS) (private) standards for licensure or approval of family foster homes and child-caring institutions. <u>Method for measuring achievement:</u> Written proposal completed and submitted for approval by 12-30-02 and proposal approved by 1-31-03. <u>Actions to be taken next quarter:</u> Submit proposal for approval; select contractor; completion of the comparative analysis of DFCS and ORS standards/policy for licensure of foster homes by contractor; and submission of written report. Follow-up meeting coordinated by contractor to review comparative analysis & make recommendations for change re: outcomes of comparative analysis of uniform licensing standards .</p>	Funding of contract services.
May. 2002	Recommend policy and training changes for institutional staff	Report to team	Normer Adams	May 2002	<u>This benchmark was achieved.</u> A report was made to the team for changes or additions to policy. The	

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					<p>recommendations included: Training of the public and private sectors would benefit through coordinated planning, implementation and cross training. Cross training of the public and private sectors would serve as a common platform for both sectors and the children that they serve. Certification of professional staff that includes fundamental training requirements should be incentives through favorable regulation and reimbursements. Completion date: May 2002 and ongoing.</p> <p>Next steps will include discussion of the recommendations in conjunction with policy changes.</p>	
Dec. 2002	Recommend policy and training changes for foster parents and social services staff	Report to team	Liz Bryant, Winifred Abdullah, Betty Wrights, Geraldine Jackson-White	Dec. 2002 Expected completion date June 2003	Recommendations for policy and training changes based on outcome of comparative of DFCS and ORS standards and GPS:MAPP and other foster/adopt preparation curricular and follow-up discussion and recommendations.	Training- Budgetary and time-constraints to retrain staff.
Dec. 2002	Recommend improvements to the foster parent services array in concert with the Item 6 and Item 17 PIPs	Report to team	Doris Walker Liz Bryant	Feb. 2003 Wrap Around services completed and expected to be on going.	Achieved. Wrap Around services provided for foster parents. Development of a data base of resources in partnership with Georgia Association of Homes and Services to Children (GAHSC)	
Feb. 2003	Implement new training plan in family foster care and/or institutional foster care Evaluation:	Report to team	Doris Walker, Liz Bryant, Professional Development	May 2003	Recommendation for additional staff to provide TA training and a vendor is needed to develop a review process	

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	<ul style="list-style-type: none">Quarterly monitoring reports will analyze and compare outcome data with 2001 CFSR.Progress/needs will be addressed and revised as needed in the Annual IV-B State PlanA Qualitative Case Review (QCR), similar to the CFSR, will be conducted with the assistance of the Child Welfare Policy and Practice (CWPPG) on a representative sampling of cases. DFCS county supervisors, Social Service Program staff, Consultation and Support Units, IV-B Advisory Committee members and other stakeholders may participate in this review. The results of the first QCR will be included in the 2003 IV-B State Plan.		Section (Geraldine Jackson-White)		needed to develop a review process.	

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Work Plan Detail B – Item 3, Services to Family to Protect Child(ren) in Home and Prevent Removal and
Item 4, Risk of Harm to Child

Goal: To improve this outcome by January 2004

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
June 2002	<p>Develop family assessment, which includes policy for the assessment of mental health, substance abuse and domestic violence needs and prevents premature case closure.</p> <ul style="list-style-type: none">Review existing assessment policy in CPS and Foster Care. Review includes multi-disciplinary team and experts in the field.Develop revised CPS policy, training and staffing recommendations.Develop training and budget recommendations to implement revised policy. <p>Monitoring Steps: Participant notes and meeting minutes Policy Draft Training and budget recommendations.</p>	<p>Development of recommendations for policy, practice and training based on the completed review. Policy, practice and training steering meetings. Written revised policy.</p> <p>Recommendations for training and budget for implementation of recommendations.</p>	<p>Protective Services and Foster Care Policy Committee: CPS, Foster Care Units, Office of the Child Advocate; Professional Development Section; Social Services Section as deemed appropriate. DFCS Economic Support Section; Substance Abuse Assessment Workers.</p>	Jan. 2004	<p>*Existing CPS policy was reviewed and decisions made on how to make revisions in CPS policy to bring it more in line with existing FC policy that already includes an expanded family assessment. For CPS, a decision was made that this will be accomplished by requiring a more comprehensive family assessment followed by a family team meeting. Review periods will change from a maximum of three months to a maximum of six months. If sufficient change is not made by the end of fifteen months (in line with foster care time standard for TPR requirements), policy will require a multi-disciplinary staffing to determine plan for immediate safety of children. *Work group for developing family assessment included state and county DFCS, Child Welfare Policy and Practice Group, Office of the Child Advocate. This group met 12/01 through 6/02 and designed new family</p>	<p>This additional policy and procedure will be added to the responsibilities of CPS staff, whose numbers continue below what is needed to adequately handle the number of CPS cases in the state. It is anticipated that training on Domestic Violence policy/procedure will alleviate some of these concerns.</p>

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					assessment process. This new process requires a much more in depth study of the family, including individual family members. Required information covers many functioning, looking at individual children and adults in the household. Requirements also include completion of a genogram and eco map. By having more information about the family and more family involvement in planning, better case plans and better results for change are expected. *Work group for developing domestic violence (DV) policy and procedure includes state and county DFCS, state DV staff, DV shelter representatives. *Work group for policy and procedure development for new family team meeting procedures for CPS families includes state and county DFCS, Child Welfare Policy and Practice Group, Office of Child Advocate, state Professional Development (training), Family Connection Partnership. *CPS policy/procedure for family assessment and family team meeting has been completed for nine-county pilot (completed December 2002). This includes guidelines, within the family assessment, to collect information for better assessment of mental health, substance abuse and domestic violence. *CPS domestic violence policy and procedure is	

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					expected to be completed in Spring 2003, ready to pilot in two counties beginning in May 2003 and in the field approximately January 2004. *Initial discussion and work on policy/procedure development for prevention of premature case closure began December 2002. This included identifying persons who can contribute in the development of this policy and a discussion of possible additions to policy and procedure. Guidelines for beginning policy development are anticipated by March 2003.	
June 2002	Develop and implement community partnerships for the protection of children (CPPC) in representative counties. <ul style="list-style-type: none"> Identify community partners. Begin strategy development, resource development, partnership building and outcome and planning. Provide support Monitoring Steps: Meeting minutes	Partners identified and committed to development of strategies. Implementation of nine counties in phase I.	Representatives of DFCS and Family Connections, Children's Trust, Prevent Child Abuse in Georgia and allied agencies.	Jan. 2004	All nine counties have a community hub coordinator in place and involved in identifying community resources. Coordinators are responsible for additional resource development, within the identified hub communities, that will meet needs of ICA families. Measurement: County offices will maintain data on the number of both CPS and non-CPS families living in the hub communities and receiving CPS services and ICA services. Data will include information about CPS families who go through the family assessment and family team meeting process: family identification, investigation findings. Follow-up on these families will determine whether a new CPS case is opened within a year on similar allegations or on	Because counties are just now beginning to work with new procedures for family assessments and family team meetings in their hub communities, there is no database for measurement. This will be established over the next twelve months, beginning January 2003; however, because progress is based on number of families coming back into the system after case closure, it will probably be two to three years before there is a good database to work from.

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					different allegations. *Core strategies developed by CPPC and Annie Casey, are: 1). An individualized course of action for each child and family identified by community members as being at substantial risk of child abuse and neglect. 2). A network of neighborhood and community supports. 3). New policies, practices, roles and responsibilities within the public CPS agency. 4). A collaborative decision-making capacity to guide and sustain the partnership. *Funding has been identified through Safe and Stable Families. The nine pilot counties will receive from \$20,000 -\$30,000 each. In addition, the possibility of training hub coordinators on how to identify and apply for available grant money for resource development is being explored (began December 2002).	
Sept. 2002	Develop and provide for CPS and foster care training to handle requests for case-related information through the open record act. <ul style="list-style-type: none"> Request Statewide CPS Advisory Panel to provide recommendations. 	Panel agrees to this request and adds to agenda of next meeting. Panel provides draft of recommendations.	Statewide CPS Advisory Panel (David Myers)	Jan. 2004	*State CPS staff is including an expanded segment in CPS policy training in 2003 that focuses on requirements of open records and staff responsibility. Three policy-training sessions of 2 1/2 days each are planned for each quarter of 2003. These are scheduled in all regions of the state and begin in February. Other skills training sessions being developed for 2003 are "Finding Words" and "Advanced Investigations Training."	Statewide CPS Panel has not fulfilled its initial plans to participate in this project.
Sept. 2002	Strengthen prevention and early	Partnership with DeKalb and	Protective Services state and	Jan. 2004	The success of the current partnership	No additional funding

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	<p>intervention strategies to prevent child abuse and support families.</p> <ul style="list-style-type: none"> • Develop and implement voluntary support for medically fragile children at high risk of abuse • Expand capacity for parent aide and early intervention. • Enhance access for screened out CPS calls to voluntary community assistance. <p>Evaluation: It is anticipated that the assessment of family strengths and needs, particularly regarding the presence of substance abuse and domestic violence will become more thorough. It is anticipated that cases will not be prematurely closed. A comparison to the results of Georgia's 2001 CFSR and the level of compliance will be made after additional policy clarification, training and program implementation is operational. An annual Qualitative Case Review (QCR) similar to the CFSR will be completed on a representative sampling of case records.</p>	<p>Fulton DFCS and Grady Hospital for early intervention of children at high risk. Develop with Budget Office recommendations to adequately fund early intervention, parent aide, PUP and Homestead. Partnership with United Way 211 to provide dedicated, formalized information and referral outbound calling services to CPS screened out reports.</p>	<p>county staff, Grady Hospital, United Way 211 staff.</p>		<p>with Grady Hospital is incentive to extend this model to other state hospitals. Approximately fifty families have been referred to this program since inception in January 2002. There have been no reports of serious injury or child death of any of the fragile infants whose families receive services through the high-risk program. *Parent aide and early intervention funding remains at the same level. *For the quarter ended October 2002, there were a total of 151 referrals for screened out reports made to UA 211. A total of 62 families were available for resource referral, with a total of 355 referrals provided. Researching a way to measure outcomes for families that receive referrals through UW 211 was begun during the quarter. *Georgia is currently determining how best to incorporate an annual qualitative case review on a representative sample of case records.</p>	<p>available.</p> <p>Currently, there is no capacity to expand the allocated amounts in early intervention and parent aide programs.</p> <p>Expansion of UA 211 to other counties where this service is available will involve finding additional funding.</p>

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Work Plan Detail C – Item 6, Stability of Foster Care Placement

Goal: Georgia will seek to improve this indicator by 3% by September 2002 and 3% by September 2003.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Jan. 2002	Clarify the current AFCARS policy regarding Georgia's definition of a placement move and how to count periodic temporary "placement", i.e. where it is known in advance that the placement is temporary for the purpose of respite, hospitalizations, mental health treatment stabilizations and also the plan is to return the child to the same foster home this placement should not be counted in the number of placement moves in the foster care episode.	Provide definition to Feds and obtain approval.	Kathy Herren	Apr. 2002	<u>Achieved.</u> After further examination of existing policy, it is noted that Georgia's definition of a placement move is in line with the Child Welfare Policy Manual Section 1.2B.7 and 1.3 appendices and section 479;45CFR1355.40 appendices of the Social Security Act. Completion date: April 2002 (this was accomplished prior to PIP approval and is on going). Continuous emphasis with case management staff should be placed on meeting the goal of the child having no more than two moves while in the foster care system. This will be accomplished by including this as a part of all training related to foster care.	
May 2002	Examine the methodology used to extract the data from the system in order to address the discrepancy in the data reported from the system and the on site review.	Provide report of findings to team.	Shirley Vassy Kathy Herren	Sept. 2002 Requesting a change in date to May 2003	<u>This benchmark was partially achieved.</u> In examining the methodology for collection of this data, the procedures for calculation of this data was correct. The findings in the onsite review differed from the calculations of the data due to incomplete data fields in the data files. Further examination revealed the case managers were not reporting a change in the AFCARS data with each move of the child. To alleviate this problem	

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					<p>a validation has been placed in the database to force the case manager to input the date of placement in the current foster care setting each time a change is made in any AFCARS field. A second check and balance to this item is the change in the data collection to include the name of the foster home/institutional placement as well as the names of the children in the home. A report generated from these two items will provide a history of placements from this time forward. Another step in evaluating the data involves how Georgia's placement changes are calculated for the AFCARS submission in comparison with other states. This comparison indicated variation in the ways the child's placement moves are calculated as well as diversity in the child welfare population in AFCARS. Since placement stability in foster care is such an important factor, Georgia will continue to be aware of any concerns or directives on data comparability issues in conjunction with meeting the national standard. Monitoring the data on the county level on a quarterly basis will occur beginning with information for the period January to March 2003. Additionally, beginning July 2003, some type of comparison from the financial reporting of per diem payments to that of AFCARS will be made to assure all moves are reported.</p>	

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Apr. 2002	Revise and distribute policy definition of how to count a placement move for AFCARS.	Rewrite policy as to the approved definition.	Linda Doster	July 2002	<u>This benchmark was achieved.</u> The AFCARS definition of how to count a placement move was clarified with Region IV staff. DFCS policy was reviewed to assure compliance with the AFCARS definition. It was determined that DFCS policy is in compliance with the AFCARS definition, which counts the initial placement as the first placement even if this placement is to assess the child/family to determine the most appropriate placement for the child. Completion Date: 12-02. DFCS staff at the state and county level needs to continue to assure that staff accurately reports each placement move per DFCS policy requirement and AFCARS definition.	
May 2002	Analyze data at the county and worker level to identify issues of stability on a certain caseload or in a certain county.	Provide report of the findings to the team and each county department.	Andy Barclay, Joe Wassell, Jill Andrews TA: Shirley Vassy, Andy Barclay	Sept. 2002 Requesting a change in the completion date to July 2003.	<u>This benchmark was partially achieved.</u> The Work Group developed a process to analyze data at the county and worker level. DFCS must complete several computer system upgrades prior to implementing this action step. The upgrades should be completed by June 2003. What needs to be accomplished: During the 2001 on- site case record review portion of the CFSR, a discrepancy in the accuracy of data reported for this indicator was identified. The number of placement moves identified during the on- site record reviews was 70% while the AFCARS data was 92% for the same reporting period. Due to this discrepancy, the PIP addresses the	

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					need to improve the accuracy of the reporting data and the stability of children in foster care (actual number of placement moves). To address the data discrepancy, DFCS must complete sever of moves in the financial reporting system (COSTAR) to the number of moves reported in the Internal Data System/AFCARS (IDS). When the computer system upgrade is completed, DFCS will compare the number of placement moves in the data system to the number of placement moves in an on-site review of case records for children in non-related family foster homes in Toombs, Fulton and Carroll counties. The Evaluating and Reporting Section (E&R) will generate a sample of cases similar to the Child and Family Service Review (CFSR) from the AFCARS computer system. Four Foster Care Unit Program Improvement Monitors (PIP) will assist supervisors in Toombs, Carroll and Fulton counties in reviewing case records similar to the CFSR process.	
July 2002	Georgia will continue to require all providers to complete a Multi-Discipline Team Meeting for each Comprehensive Child and Family Assessment to determine the appropriate placement of all children entering foster care within the first 30 to 60 days of the child entering care.	Provide 11 county site trainings to staff and providers beginning 7/2002 and review cases in selected counties during the annual on-site review beginning 10/2002.	Joe Wassell Betty Wrights Millicent Houston Dianne Yearby Leslie Cofield Patricia Nealy Alice Marie Hutchison Stakeholders	Dec. 2002 and on-going	<u>This benchmark was achieved.</u> State Office Foster Care Consultants, Georgia Association of Homes and Services for Children staff, and Wendy Hanevold, Ph.D. provided comprehensive First Placement/Best Placement (FP/BP) policy training to over 3,600 providers, county DFCS Child Protective Services and Foster Care staff, State Office consultants,	

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					foster and adoptive parents, and judges in more than 17 sessions statewide. Four Foster Care Consultants have been assigned to the 12 DFCS Field Areas to provide technical assistance on the First Placement/Best Placement Assessment methodology (FP/BP); monitor foster care related PIP indicators; and to assist county staff in implementing safety, permanency and well-being goals for children and families. The four Foster Care Consultants will provide ongoing Foster Care Policy training to new providers and staff as needed. <u>Actions to be taken next quarter:</u> Four additional training sessions for DFCS staff and providers are planned for January, February 2003, July 2003 and October 2003..	
July 2002	Georgia will provide technical assistance (TA) to DFCS staff and private providers as to how to use FP/BP assessment information to make the most appropriate permanency decisions and implementation of wraparound services at the beginning of the child's stay in care. The FP/BP information will be used to develop more effective case plans for the child and family.	Provide 11 county site trainings to staff and providers beginning 7/2002 and review cases in selected counties during the annual on-site review beginning 10/2002.	Joe Wassell Betty Wrights Millicent Houston Dianne Yearby Patricia Nealy Alice Marie Hutchison Leslie Cofield Stakeholders	Dec. 2002 and on-going Requesting to adjust this date to February 2004	<u>This benchmark was partially achieved.</u> All current DFCS staff and providers have been trained on FP/BP wrap around policies and procedures. All foster care staff have been trained on the Case Plan Reporting System (CPRS). Plans are underway to incorporate FP/BP Summary and Recommendation Reports in the CPRS. The inclusion of the FP/BP information in the CPRS will assist staff in developing case plans for children and their families. A pilot of the CPRS is underway in Dekalb DFCS and Juvenile Court to assure that the FP/BP Summary Reports meet	Incorporating changes to the CPRS will not be completed until February 2004.

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					the needs of families, judges and DFCS staff. For the phase two CPRS development, we will expand to include FP/BP data collection. Generally, plans are to include the ability to collect the recommendations from the FP/BP comprehensive assessment. It will also collect data about the services actually provided to the child. Because of a mandate on Public Health to assure that our Foster Children have all the services available, we will add a section to the CPRS to track the child's Health Check Schedule and assure that any required treatment or follow up is provided. The PIP states that this will be completed on July '03. The new target date for completion will be February '04. Business process analysis will begin in early March '03. Implementation will begin in March 2004.	
Oct. 2002	Georgia will complete an annual review (of selected counties) of the First Placement/Best Placement Program to include on-site case reviews of 50 randomly selected cases. This review will be similar to the federal on-site review. Children, caregivers/families and other stakeholders will be interviewed. Fulton will be included at each annual review.	Complete at least 50 case reviews beginning 1/2003.	Joe Wassell, Betty Wrights Millicent Houston Dianne Yearby Leslie Cofield Alice Marie Hutchison Patricia Nealy	May 2003 Georgia is requesting approval to adjust this completion date to October 2003.	<u>This benchmark was partially achieved.</u> Four Foster Care Consultants have been assigned to the 12 Field Areas to monitor foster care PIP indicators in collaboration with other state staff and county staff. These Consultants will assist county supervisors and other stakeholders in conducting the annual qualitative case review. DFCS will provide training to these consultants and other stakeholders on the procedures for conducting this annual review. DFCS will develop a contract with a provider	

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					to provide this training.	
May 2003	Georgia will complete a report of the annual review of selected counties.	Report to team, DFCS Division Director, DFCS Social Services Section Director, Foster Care Unit Manager, selected counties.	Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield, Patricia Nealy	July 2003 and on-going	The Work Group for "Child Stability in Foster Care" will meet monthly to monitor progress on this strategy.	
July 2003	Georgia will continue to assess the effectiveness and impact of the First Placement/Best Placement Program (assessments and Wrap Around services) in reducing the number of placements for children in foster care.	Report to team, DFCS Division Director, DFCS Social Services Section Director, Foster Care Unit Manager, selected counties.	Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Patricia Nealy, Leslie Cofield	Oct. 2003 and on-going	The Work Group for "Child Stability in Foster Care" will meet monthly to monitor progress on this strategy.	
July 2003	If problem is predominantly institutional: The state review group, which includes stakeholders, will complete on-site case reviews of an additional 50 randomly selected cases and provide technical assistance to selected counties of the First Placement/Best Placement Program.	Complete additional case reviews, if appropriate, by 7/2003.	Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Patricia Nealy, Leslie Cofield	Dec. 2003	The Work Group for "Child Stability in Foster Care" will meet monthly to monitor progress on this strategy.	
Oct. 2003	Examine policy and training effectiveness for DFCS staff and private providers.	Within 60 days of completing additional on-site case reviews.	Linda Doster, Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Patricia Nealy, Leslie Cofield	Dec. 2003	The Work Group for "Child Stability in Foster Care" will meet monthly to monitor progress on this strategy.	
Oct. 2003	Recommend additional training and policy changes.	Within 60 days of completing additional on-site case reviews.	Linda Doster, Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Patricia Nealy, Leslie Cofield	Dec. 2003	The Work Group for "Child Stability in Foster Care" will meet monthly to monitor progress on this strategy.	
Jan. 2004	Test whether stability of children changes after training and policy changes with newly selected counties.	Complete additional case reviews.	Linda Doster, Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Patricia Nealy, Leslie Cofield	May 2004		
Jan. 2003	Identify, if appropriate, other factors that may contribute to the stability of children	Complete a report to the team.	Linda Doster, Joe Wassell, Betty Wrights, Millicent	Apr. 2003	The Work Group for "Child Stability in Foster Care" will meet monthly to	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>in foster care.</p> <p>Evaluation: Georgia anticipates that the stability of children in foster care will decrease after the definitions of placements are clarified in policy. Georgia will compare the rates before and after the policy clarification to evaluate this hypothesis. We will also examine the mix of cases to determine what reason for disruption is reported most frequently and the most likely setting for multiple disruptions. If the stability of children in foster care has not improved significantly within 2 quarters, then the following additional actions will be taken:</p> <ol style="list-style-type: none"> 1. The state review group, which includes stakeholders, will complete on-site case reviews of an additional 50 randomly selected cases and provide technical assistance to selected counties of the First Placement/ Best Placement Program. 2. Recommend additional training and policy changes. Test whether stability of children changes after training and policy changes with newly selected counties. 3. Identify if appropriate, other factors that may contribute to the stability of children in foster care. 		Houston, Dianne Yearby, Alice Marie Hutchison, Patricia Nealy, Leslie Cofield		monitor progress on this strategy.	

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail D - Item 7, Permanency Goal for Child

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENTS
Sept. 2001	Continue annual request to state legislature for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	Support and advocate for: 2000 supplement - 171; 2002 – 100; 2003 - 100	DHR Commissioner Jim Martin Governor Georgia Legislature	June 2004	The DHR Commissioner and the DHR Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislative session, which began 1/15/03.	Economic down turn in Georgia may prohibit the authorization of staff as recommended.
Jan. 2002	Maintain accurate documentation of every placement of a child in foster care Evaluation: Spot checks of files will be performed by the E & R group to make sure this documentation is occurring. Evaluation: All needed information about placements will be available for next Federal Review.	Have developed staff performance standards with DFCS county staff, Field Directors, and social service staff to assure that case files are accurately documented to reflect every placement of a child in foster care.	County Supervisors County Directors Field Directors	Dec. 2002 Requesting to change the completion date to May 2003	Supervisory tools are under development and the information system is being enhanced to account for the placement of every child in custody.	The statewide database has been completed for the placements of all children in custody. Phase 2 will be complete in the Spring of '03 and will account for each child in care. Developing the statewide database was labor intensive and required additional support and checking for accuracy.
Mar. 2002	Conduct an assessment of FP/BP with contractors, county offices and providers to determine if FB/BP assessments are completed on every child coming into foster care. Evaluation: An evaluation of First Placement/Best Placement will occur annually.	First Placement/Best Placement will be established and supported in every county.	Doris Walker Contractors	Sept. 2002	Achieved. Policy has been issued and training of all staff and vendors has been completed. All county offices were instructed in the use and the development of MOU's, the assessment process and the proper use of the information and tools that developed during the First Placement/Best Placement process.	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENTS
May 2002	Require that permanency goals be documented as part of the on-line Case Plan Reporting System, CPRS Evaluation: A report will be developed quarterly from the CPRS about documented permanency goals from around the state.	Every child coming into care will have a case plan in the CPRS.	Kelli Stone Field Directors County Directors Supervisors Consultation & Support Unit Mentor Unit	Sept. 2002 Requesting to change completion date to May 2003	Partially achieved. There is an ongoing implementation plan for CPRS that will eventually include all 159 counties. Currently, 104 of the 159 counties have been trained to use the new system. After the implementation plan is complete at the end of January 2003, the quarterly reports about permanency goals will begin	The training of all 159 counties (1,200 caseworkers) and juvenile court judges and staff (approximately 100 judges) has taken longer than planned but will be complete January 2003.
Mar. 2002	Conduct annual cross training for judges, case managers, Sags, GALs, parent attorneys, CASAs, and Citizen Panel volunteers on acceptable permanency goals. Evaluation: Informal reviews will take place by supervisors to monitor practice.	Practice will change and acceptable permanency goals will be established and worked toward for every child in care. Compelling reasons for not choosing acceptable permanency goals will be documented.	Geraldine Jackson-White	Nov. 2002	Achieved. The 3 rd Annual Child Placement Cross-Training Conference took place in November 2002. Judges, case managers, Saags, GALs, parent attorneys, CASAs, and Citizen panel volunteers all attended. Appropriate permanency options were taught in workshops.	
Mar. 2002	Conduct annual training for judges, case managers, Sags, GALs, parent attorneys, CASAs, and Citizen Panel volunteers on the Permanency Hearing requirements. Evaluation: Georgia's Child Improvement Project (CIP) will evaluate a sample of court case files annually to see if permanency hearings are occurring for every child.	Permanency hearings will take place in juvenile court for every child in state care no later than 12 months after a child has entered foster care and periodically no later than 12 months thereafter if the child remains in care.	Michelle Barclay Wilfred Hamm Geraldine Jackson White	On-going in November of every year: Two cross cultural trainings will be completed by Nov. 2004	Partially achieved. The 3 rd Annual Child Placement Conference Cross-Training Conference took place November 2002. Judges, case managers, Saags, GALs, parent attorneys, CASAs, and Citizen Panel volunteers attended. Workshops were taught on the requirement that permanency hearings occur in every case. During the summer of 2002, the Court Improvement Project (CIP) reviewed random court case file reviews of 9 counties across Georgia. The judges and staff of those courts were either interviewed or surveyed regarding caseload and resource allocation. In addition, 70 court-hearing observations were performed. This work was collected in a database	A preliminary report of this summer's data was prepared by October 2002, but after reviewing the results questions, it was decided by the CIP to reframe the questions in a more accurate measurement, (for example, it was decided to ask all questions in terms of percentages for better future measurement, rather than just focus on this single data collection). Thus a new report is being prepared and will

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENTS
					and shared with the National Council of Juvenile and Family Court Judges Permanency Planning Department. From the initial report and the sample of data it does not appear that permanency hearings are occurring in every case. Further interviews reveal that while permanency issues are being addressed in court hearings, but are not being properly documented.	be ready for distribution by the end of January 2003.
Jan. 2002	Examine the present review system for children in care to determine the optimum frequency of reviews needed for expediting permanency. Evaluation: Georgia's CIP will evaluate a sample of court case files annually to see if more frequent hearings lead to faster permanency.	A decision will be made whether to change if necessary to ensure a review occurs every 3 months.	Linda Doster TA: Michelle Barclay	Nov. 2002	<u>Achieved.</u> During the summer of 2002, court case file reviews were done of nine counties across Georgia. The judges and staff of those courts were either interviewed or surveyed regarding caseload and resource allocation. In addition, 70 court-hearing observations were done. The data from this work was collected in a database and shared with the National Council of Juvenile and Family Court Judges Permanency Planning Department. From the initial report and the sample of data, reviews are occurring more often than every six months.	From the snapshot of information collected, having more frequent reviews did not appear to effect time to permanency. More data will need to be collected in order to draw firm conclusions.
Mar. 2002	Provide foster parents with a copy of the foster parent manual upon their completion of MAPP. Include information on services that might be available to foster parents in the foster parent manual and in MAPP groups. Evaluation: Spot checks will be done at random by calling foster parents and making sure they have a manual.	Every foster parent will have a manual. The foster parent manual and policy manual will be reviewed and revised as needed to incorporate the services available to foster parents.	Liz Bryant	Sept. 2002	<u>Achieved.</u> Manual revisions are complete and have been made available to foster parents on disk	
May 2002	Post the foster parent manual on the Internet to reduce the costs of printing as	The manual posted on the Internet.	Liz Bryant Brad Pasto	Sept. 2002 Requesting a change	The DFCS Information Technology representative will complete posting	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENTS
	well as to ensure it is accessible to all who need it. Evaluation: Log files will be examined to see if the manual is getting used.			in date to September 2003.	on the internet as his schedule permits.	
Nov. 2001	Expand options with the private sector such that the Fulton and DeKalb Emergency facilities will no longer be operated by these DFACS agencies and that they comply with the Office of Regulatory Services standards, reviews and findings. Evaluation: Fulton and DeKalb Emergency Placement shelters will be privatized.	County DFACS will no longer own the DeKalb and Fulton Emergency facilities.	Juanita Blount-Clark Office of Regulatory Services	Nov. 2002 Requesting approval to adjust this completion date to June 2003	Partially achieved. The Fulton County Shelter was closed 12/02. Plans are on track for the DeKalb Shelter to cease operations in the Spring '03. Responsibility for emergency services had been released for bid and a vendor selected.	
Nov. 2001	Recruit and maintain more minority foster and adoptive resources giving special attention to placements for minority children. Evaluation: The results of the campaign will be measured to see if it results in an increase of minority placement recruitment and which tactics were most effective.	A campaign will be launched to focus on recruiting minority foster and adoptive parents for minority children. Increase the numbers of minority parents by 15% in 2002; by 25% in 2003; and by 25% in 2004.	Liz Bryant Doris Walker	Sept. 2004	Partially achieved. Materials have been completed and mailed to county DFCS offices for support of the recruitment campaign beginning February 2003.	

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail E – Item 9, Adoption

Goal: Reduce lengthy time period to file TPR (Termination of Parental Rights)

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Aug. 2002 July 2003	Improve accountability for ensuring existing policies and procedures related to filing of TPR are adhered to: <ul style="list-style-type: none"> A. Develop standards of measurement for county compliance in filing for TPR. B. Incorporate developed standards into County Directors' Performance Management Plan. 	<p>Revision and utilization of review instruments to include newly developed standards.</p> <p>30% of counties will be in compliance with developed standards.</p>	Field Directors Casework Policy and Practice Group, Professional and Administrative Development Section, Evaluation & Reporting Section	<p>June 2003</p> <p>June 2004</p>	<p>A. Two meetings scheduled during the next quarter to develop standards and incorporate them into performance management plans.</p> <p>B. Two meetings scheduled during the next quarter to develop standards and incorporate them into performance management plans.</p>	<p>Standards have not been developed</p> <p>Standards have not been developed</p>
July 2002 Dec. 2002	Develop measures to determine that TPR is filed according to ASFA and policy: <ul style="list-style-type: none"> A. Expand utilization of Case Panel Review System (CPRS) to assist the counties in identifying cases appropriate for TPR and non-reunification. B. Develop capacity within CPRS or another reporting system to produce an exception report when TPR and non-reunification are not filed timely. 	<p>The CPRS will be used in all 159 counties.</p> <p>Timely filing of TPR</p>	Michelle Barclay, Kelli Stone, Evaluation & Reporting Section	<p>June 2004</p> <p>June 2004</p>	<p>As of 12/13/02, there is an ongoing implementation plan for CPRS that will eventually include all 159 counties. Currently, 104 of 159 counties have been trained to use the new system. After the implementation plan is complete, utilization assessment will begin. The DFCS Director's office issued a mandate to county offices that CPRS is the mandated method of completing case plans for all children entering care. The Foster Care Unit intends to revise policy to include CPRS in the first quarter 2003</p>	<p>There are no barriers at the present time. However, there is a concern about the need for more training or continuation training for new users.</p>

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Work committee to review current data systems to determine if this data is available in either CPRS or AFCARS and if not, to establish data elements needed for exception report. A meeting will be scheduled within the next quarter after work group is established.	Current data is not available.
Jan. 2002 Sept. 2002 April 2002 August 2002	<p>Develop strategies in partnership with the law department that will urge the SAAGS to file TPR within 30 days of receipt of complete legal services referral and prepare court orders within 15 days of termination hearing:</p> <p>A. A. Develop a referral packet for counties to use to properly put together a legal referral.</p> <p>B. B. Develop a protocol for counties to report overdue petitions and court orders to DFCS Legal Services to address with law department. Problems in complying with this requirement will be reported to the Commissioner.</p> <p>C. C. Urge the law departments to increase number of SAAGs to reduce delays created by backlog of cases.</p> <p>D. D. Provide new SAAG training and manuals on specialized legal issues and procedures associated with TPR every 18 months.</p>	<p>Decrease in length of time to file TPR.</p> <p>Development of legal services referrals and protocol packets, which will be incorporated into policy and distributed to county departments and SAAGS.</p> <p>Provision of specialized training to SAAGS.</p>	Vivian Egan Linda Doster DFCS Social Services Section	July 2004 Jan. 2004	<p><u>Goal partially achieved.</u></p> <p>A. Referral packet was prepared and distributed to county departments on 6/07/02. SAAGs were advised of the preparation and distribution of the packet. Foster Care Policy drafted 12/02, which requires the case manager to complete the termination packet and submit to SAAG to initiate TPR action. The packet will be included in the appendix to the policy manual. QTF will meet on 01/29/03 to review new policy.</p> <p><u>B. Goal achieved and on going.</u> As of August 2002, reports of delayed court orders are received from county departments on existing forms used to monitor Title IV-E compliance. Delays are reported to the Law Department by the Legal services Office. A form to be used by counties to report delayed terminations will be prepared and included in the Foster Care manual distributed to county departments.</p>	<p>Placement QTF is scheduled to meet 01/29/03 to approve policy change.</p> <p>Print/Distribution process requires a minimum of six weeks to complete.</p>

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					C. <u>Goal achieved and ongoing.</u> Six new SAAGs have been appointed since July 2002. D. <u>Goal achieved and ongoing.</u> The legal manuals were distributed and training held on August 21, 2002. Thirty-eight (38) new SAAGs appointed since 2000 attended. The legal manual was provided to all SAAGs.	

Goal: Reduce lengthy time periods to finalize adoptions.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
July 2002	Determine statutory changes needed that will impact length of time to achieve adoption: A. Recommend change to Chapter 19-8 of the O.C.G.A. to allow state and agency adoptions to be heard 15 – 30 days from filing of petition (rather than the current minimum of 60 days).	Introduction of statutory change.	DFCS Social Services, Vivian Egan, LaMarva Ivory Office of Adoptions,	July 2004	Office of Adoptions submitted proposal of recommended changes to Chapter 19-8 of the O.C.G.A to the DHR Commissioner's Office in August 2002. The recommendations were forwarded to the Governor's Office for consideration.	Changes to Code require Legislative approval; Changes in State government Leadership may cause delay in new legislation being introduced; Securing a legislator to sponsor proposed changes.
Jan. 2002	B. Recommend amendment to Section 15-11-58 of the O.C.G.A. to require Juvenile Court judges determine whether DFCS has made reasonable efforts to achieve permanency within 12 months of time child enters care.	Passage of statutory change	Legislation Team, and Jim Martin	May 2002 (completed)	B. Goal Achieved. Legislation was passed in May 2002. The new requirements have been incorporated into DFCS policy and new SAAGs training.	
June 2002	C. Recommend change to section 15-11-103(d) of the O.C.G.A. to require post termination reviews every six months rather than annually.	Passage of statutory change.		May 2002 (completed)	Office of Adoptions submitted proposal of recommended changes to Chapter 19-8 of the O.C.G.A to the DHR Commissioner's Office in August 2002. The recommendations were forwarded to the Governor's Office for consideration.	Changes to Code require Legislative approval; Changes in State government Leadership may cause delay in new legislation being introduced; Securing a legislator to sponsor proposed changes.
Jan. 2002	Include post termination requirements in CPRS review: A. Develop prototype of CPRS that includes specific elements of adoption policy.	Development of prototype and implementation of pilot project.	Michelle Barclay, Kelli Stone,	Dec. 2002	Partially achieved. Prototype developed and being implemented statewide. Several reports developed within CPRS to find all reunification, non-reunification or concurrent case plans by county and by date. In addition, an online adoption checklist has been developed within CPRS so that counties and the state can track the progress of a child post termination via the caseworker checking off the tasks on the checklist.	Since all the implementation of the additions to the software is new, it will take time for the right data to accumulate within CPRS. However, the usage of the system continues to increase every month.
Mar. 2002	B. Pilot in Dekalb County.	Measure of success of utilization in pilot area for improved outcomes.	Office of Adoptions, Andy Barclay	July 2002		
July 2002	C. Reviews should be completed by agency staff and provided to judges at time of post termination reviews.	Measure the effectiveness of the new information provided by CPRS for judicial decision making by qualitative		Dec. 2002 Requesting approval to re-negotiate		No barriers at the present

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
		interviews with judges.		completion date to June 2004	<p>The prototype, including adoption policy, was piloted in DeKalb County. It is now being implemented statewide. Both panel and court reviews can now be completed on line within the CPRS system for all staff with access to view. An adoption checklist has been added for children who are post-termination and awaiting adoption. A users group of the CPRS made up of judges and caseworkers is being established. The first phone conference/meeting for the group will occur in January 2003.</p> <p>Qualitative interviewing cannot take place until the implementation schedule of the system is complete and the interview subjects have some experience in using the system. Qualitative interviews will take place Feb/Mar 2003.</p>	<p>time. Amount of training to assist new users has not been determined yet.</p> <p>Qualitative interviews will take place Feb/Mar 2003.</p>
Sept. 2002	Examine foster care and adoption policy requirements for impact on length of time to achieve adoption: A. Evaluate policy requirements regarding reducing length of supervision for uncomplicated state adoption placements.	Complete and distribute manual transmittals reflecting needed policy changes.	Office of Adoptions	June 2004	<p>An adoption policy review team has been established. Consideration of this item is slated for discussion in the 1/09/03 meeting.</p> <p><u>Achieved.</u> In July 2002, Office of Adoptions amended policy and issued a memorandum to county DFCS offices informing that funds to contract child life histories could be requested at the time the request is made to the county's SAAG to prepare a petition for termination of parental rights. The changes were also incorporated into the new Adoptions</p>	Any revisions to the manual must first be reviewed and approved by DFCS Social Services & QTF prior to distribution as a manual transmittal. This should be accomplished by June 2004.
Jan. 2002	B. Change Office of Adoptions requirements regarding approval for contracting child life histories to allow request at time of legal service referral.	Reduction in time from TPR to registration of Life History and in time from placement to finalization.	Office of Adoptions	June 2004		Goal to change policy achieved, however ensuring that all DFCS county office staff is aware of policy and
Mar. 2002	C. Make addition to six month CPRS instrument to require agency to report steps taken to achieve	Measure the effectiveness of the new information in the CPRS for judicial and agency	Michelle Barclay Kelli Stone	Mar. 2003		

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	permanency goal.	decision making for permanency by qualitative interviews.			<p>policy manual that will be distributed to DFCS staff.</p> <p>The CPRS has been amended to include functionality allowing the agency to document steps toward achieving the permanency goal. This information is located in the Aftercare section of CPRS.</p>	operates accordingly can be a slow process. Dissemination of information is often a barrier to implementing change.

Goal: DFCS to expedite movement of children from foster care to adoption finalization.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Feb. 2002	<p>Develop a court order tracking system to verify full reporting of free children by county offices (until implementation of SACWIS):</p> <p>A. Notice to counties, Field Directors and Social Services Director on quarterly basis when child is unreported. Counties will be required to comply with policy regarding unreported children.</p> <p>B. Referrals will be made to Consultation & Support (C&S) and Regional Adoption Coordinators (RACs) for follow up.</p>	<p>Existence of an operational system.</p> <p>Early identification of children whose parental rights have been terminated.</p>	Office of Adoptions, Juvenile Court	June 2003	First stage of development completed in ACCESS. Work to begin on reporting system.	Completion of assigned task by staff.
Sept. 2002				June 2004 and on-going	First stages of development of tracking system that will identify what referrals need to be made.	Development of a court order tracking system would need to occur in order to have ability to make referrals to C&S and RACs. Until that system is in place, progress toward this step cannot be made.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
July 2002	Office of Adoptions will provide DFCS and Social Services Director, Field Directors and County Directors with quarterly reports of overdue life histories: A. Standards of accountability for compliance with policy regarding Life History registration will be developed. B. Standards of accountability will be included as an element in staff Performance Management Plan (PMP). C. Overdue life history reports will be shared with Office of Adoptions and DFCS Directors and Commissioner on a quarterly basis.	Revision and utilization of review instruments to include newly developed standards.	Field Directors; Juanita Blount-Clark; Foster Care Unit; Child Welfare Policy and Practice Group	June 2004	Two meetings scheduled during the next quarter to develop standards and incorporate them into performance management plans.	Standards have not been developed.
July 2002				Sept. 2003	Two meetings scheduled during the next quarter to develop standards and incorporate them into performance management plans.	Standards have not been developed.
Feb. 2002				Feb 2002 (completed)	<u>Achieved and ongoing.</u> Overdue Life History Reports were distributed to DFCS Social Services Director, Field Directors & County Directors in January, June & November 2002. In January, the report included a total of 394 overdue life histories. In November, the number fell to 260.	Regular quarterly distribution has been the only barrier noted. A schedule of distribution and design of staff to carry out distribution has now been established.

Goal: Determine if court delays are impacting length of time to achieve adoption.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
June 2002	Court Improvement Project (CIP) will complete assessment of juvenile court processes through surveys and interviews of judges and case file review to identify specific barriers.	Identification of barriers and needs. Report of findings and recommendations.	Michelle Barclay Doris Walker	Sept. 2002	<u>Achieved.</u> During the summer of 2002, court case file reviews were done in nine counties across Georgia. The judges and staff and staff of those courts were either interviewed or surveyed regarding caseload and resources allocation. In addition, 70 court-hearing observations were done. The data from this work was collected	The delay on this report is due to the CIP changing the research result questions after the first report was completed by the National Council in order to get better details of the findings. The CIP feels the report will be more accurate with these

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					in a database and shared with the National Council of Juvenile and Family Court Judges Permanency Planning Department. A preliminary report was prepared October 2002, but after reviewing the result questions. CIP decided to reframe the questions for a more accurate measurement. Thus a new report is being prepared and will be distributed January 2003.	result question changes. This report will identify barriers and report recommendations for change in the courts.
March 2002	Enhance existing Adoptions A-file system to evaluate and identify whether delays are occurring between filing for adoption and finalization.	Addition of needed data elements. Evaluate data to determine significance of court delays in finalization.	Office of Adoptions IT Section Contractor (would require funding)	June 2003	Project Plan available online. Database contractor hired July 2002.	Approval process caused four months delay in hiring of contractor. Project Plan details development work for changes will begin July 2003, with implementation (deployment) of changes necessary to be compliant with PIP October 2003.
May 2002	Convene group of stakeholders, including judges, caseworkers, supervisors, SAAGS, CASAS, GALs, and panel volunteers to develop strategies to resolve problems and support achievements identified.	A Report identifying problems will be completed.	Michelle Barclay Vivian Egan	October 2002 Sept. 2002	<u>Achieved.</u> A meeting of model court stakeholders, including judges, caseworkers, supervisors, SAAGs, CASAs, GAL and panel volunteers from all over the state took place on December 2, 2002 in Dublin County, Georgia. From that work, a report entitled: <i>Best Practices on Adoption Issues</i> currently being written by a sub-group of the team and will be distributed January 2003. This report will identify current problems and propose best practices for overcoming those problems and achieving permanency for children.	Time frame to get the meeting and report accomplished was longer due to difficulty of scheduling all stakeholders together.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
May 2002	Monitor new pilot project taking place in Fulton County where Superior Court Judges have delegated adoption jurisdiction to Juvenile Court Judges for adoption cases where the deprivation petition originated in the juvenile court.	A qualitative report will assess the impact of the pilot to determine if the delegation is beneficial for adoptions and any other impact on the child welfare system. Recommendation for statewide implementation will follow if appropriate.	Michelle Barclay	December 2002	<u>Achieved.</u> During the summer of 2002, a random court case file review was conducted in Fulton County Juvenile Court by Georgia's CIP. The National Council of Juvenile and Family Court Judges Permanency Planning Department are performing the data analysis of the work. The report will be distributed January 2003. In addition, the Office of the Child Advocate and the Georgia CIP are teaming with the Office of Adoptions to conduct a review of the post-termination cases in Fulton County beginning January 6, 2003 in effort to take a more in-depth look at the delays for the cases.	Very few adoptions have occurred in Fulton County Juvenile Court since this delegation of jurisdiction. There were 24 adoptions finalized in juvenile court on National Adoption Day, November 23, 2002. The CIP summer file review was not extensive enough to answer the question of whether courts were the source of delay for post-termination children awaiting adoption. The Fulton County Juvenile Court moving to a new building during December 2002 was very disruptive. Further information and interviews will need to be completed to determine if the adoption jurisdiction delegation has made a beneficial difference for adoptions in Fulton County.

Goal: Inform foster parents of service options available to them if they adopt.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	Provide Adoption Assistance Handbook and information regarding accessing Post Adoption Services to all foster care and adoption MAPP participants.	All prospective adoptive parents will have information regarding post adoption services available to them.	Gail Greer, Adoption Support and Resource Center	June 2003	<u>Achieved.</u> See below	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Feb. 2002	At time of signing of the Form 33/37 Placement Agreement, provide a packet of information from the Georgia Center for Adoption Resources and Support that will assist families in identifying post adopt services, support groups, community resources and events relating to adoption. Packets will include copies of the Adoption Assistance Handbook.	Information packets provided.	Gail Greer	June 2003	<u>Achieved.</u> Each region in the state has been provided with the number of packages they requested to satisfy accomplishing this step. They signed for the packets and the signed copies were given to the Regional Advisors for the Center for Adoption Resources and Support. A letter was sent to each county in August 2002 regarding distribution to all prospective foster and adoptive parents at: MAPP; the signing of the form 150; or at the time of the signing of the adoptive placement agreement. Verification that the family received this information is required. Each packet is to be signed by the recipient and the form sent to the Office of Adoptions.	The information that has been identified for distribution is not always provided to families. This will need to be enforced as staff changes often impact policy enforcement.

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail F – Item 10, Permanency Goal of Other Planned Permanent Living Arrangement

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	Enhance the content of MAPP training and annual training at the Foster Parent Institutes to include other roles for foster parents to assist children in developing permanency living arrangements. Evaluation: Survey sampling will reveal if training is successful.	Foster parents will understand the difference between the various permanency goals and all of their potential roles in child's life (such as long-term foster care by agreement).	Placement Resource Development Unit, Jayne Bachman, Resource Development Workers TA: Ed Fuller	Dec. 2002	This action step is achieved. Multiple focus groups and training workshops have supported the need for ongoing training to foster parents to discuss permanency plans. Emphasis on “other planned living arrangement” has yielded an awareness and willingness to explore this alternative for children. This will be an ongoing training workshop at future Foster Parent Development Institutes.	
June 2001	Revise new worker and supervisor training as well as on-going training content to include a higher documentation standard for this permanency goal. Evaluation: Case files showing choices of emancipation or long term foster care will show thorough documentation of compelling reasons.	Revised new worker and supervisor training as well as on-going training content to include a higher documentation standard for the permanency option long-term foster care.	Geraldine Jackson-White County Supervisors TA: Ed Fuller	Sept. 2003	Child Welfare curriculum is being reviewed by state and county staff. The documentation chapter was placed on line and includes a detailed accounting of what is expected in documenting all social services cases.	
Sept. 2002	Review all guardianship laws in Georgia to determine if any changes are needed to allow for greater compliance with the permanency goals established by ASFA. (Guardianship as defined by ASFA includes all legal arrangements that are permanent and self-sustaining, thus the relationship outlives the jurisdiction of a court).	A report on the current state of guardianship laws will be prepared.	Vivian Egan TA: Karen Worthington	Mar. 2004	Ongoing research and dialogue is occurring to identify what is being done in other states and what practice issues are being used or prohibiting courts in Georgia from utilizing this permanency plan option.	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Evaluation: DHR will propose changes in guardianship laws as necessary.					

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail G – Item 12, Placement with Siblings

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	Goal #1 Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	Support and advocate for: 2000 supplement – 171 positions; 2002 – 100 positions; 2003 – 100 positions	Commissioner Jim Martin Governor Georgia Legislators	June 2004	It is expected that legislative approval will be sought for 100 new Child Welfare positions.	The impending change in the state's administration as well as fiscal constraints may offer challenges for getting this request approved.
June 2002 Feb 2003 Feb. 2003 Feb. 2003	Goal #2 Step 1: Supervisory Review Form will be adapted to include efforts to place siblings together. Step 2: Supervisors are trained to include efforts to place siblings together in their reviews. Step 3: Case plan is adapted to include efforts to place siblings together. Step 4: Caseworkers are trained to include efforts to place siblings together in case plan. Evaluation: Efforts to place siblings in the same home will be documented in at least 90% of cases by June 2004.	Form and standards adapted by Feb. 2003. June 2003 Case plan adapted by Mar 2003. June 2003.	Foster Care Unit, Professional Development Section, Kelli Stone	June 2004	Steps 1 - 4: A workgroup is being formed to address changes needed to improve the Supervisory Review Form and implementation process. The committee is aware of PIP requirements to place siblings together, if possible or feasible. They expect to revise the Supervisory Review Form to document efforts to place siblings together. The requirements for exhaustive efforts to place sibling groups together are being emphasized in CPRS training sessions currently being held for staff statewide. The Case Plan has been amended to include efforts to place siblings together. The CPRS training will be complete at the end of January 2003. All staff is required to document efforts to place siblings together.	As the committee will not convene until late January, no specific barriers, which would interfere with changes being made to the Supervisory Review process or forms used for same, have been identified thus far.
Mar 2002	Goal #3 Step 1: Research Hull House (IL, FL) and other states' statutory initiatives developed	January 2003	Sarah Brownlee, Professional Development Section,	June 2004	Relative Care Subsidy (RCS) training has been offered statewide to Foster Care Placement and CPS (Child	A mandatory review of all cases between August and September interrupted the

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>to maintain siblings together, including legislation, literature, participant interviews, and national resources. Research summary report prepared.</p> <p>Step 2: Evaluate Step 1 models for pilot in Georgia and prepare for implementation.</p> <p>Step 3: Enhanced utilization of new Relative Caregiver Subsidy (RCS) through training and awareness.</p> <p>Step 4: Implement targeted recruitment of foster homes willing to accept sibling groups. Include importance of keeping siblings together in education of prospective foster parents.</p> <p>Evaluation: If model evaluated successfully, at least one pilot site will be implemented in Georgia and an evaluation of that pilot will take place.</p>	<p>March 2003</p> <p>December 2002</p> <p>December 2002</p>	Foster Care Unit		<p>Protective Services) staff, along with many of our private providers. Training will be complete in February 2003.</p> <p>The importance of keeping siblings together is emphasized in all our training and communication initiatives. This is particularly evident in our recent initiatives focused on recruitment of placement resources. Foster homes are sought to serve sibling groups across the state.</p>	<p>schedule for the First Placement Best Placement Training. This has resulted in the last sessions being pushed forward into the new year. Also, an increase in the numbers of private providers enrolling in the training sessions has increased the sizes of the final groups to be trained.</p> <p>The primary barrier in increasing the placement of sibling groups together is having enough families, who are willing to care for siblings, to come forward to begin the approval process. Heightened emphasis on this need is being made in an effort to remedy this problem.</p>
Mar 2002	<p>Goal #4</p> <p>Step 1: Develop foster parent training to include specialized segments on managing sibling groups.</p> <p>Step 2: Evaluate effectiveness of respite care funding as a strategy to prevent placement disruptions.</p> <p>Step 3: Develop resource homes to support foster parents and children in placement.</p> <p>Evaluation: Determine the number of foster parents who will accept sibling</p>	<p>December 2002</p> <p>Ongoing through June 2004</p> <p>June 2004</p>	Foster Care Unit, Placement Resource Development Unit	June 2004	<p>Added emphasis is being made in all aspects of our program to carefully assess and address the needs of sibling groups. This includes our efforts to develop and provide training focused on improving the caregiver's skills in managing sibling groups. Currently, foster parents may complete their annual training requirements locally and/or by attending the Annual Staff and Foster Parent Development</p>	<p>The primary barrier with this goal is identifying enough resources that are willing to take multiple children, particularly, sibling groups. As many homes are lost due to becoming a permanent home for a child, replenishing homes is an on-going challenge for the</p>

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	groups and establish a percentage of the additional homes needed.				Institutes and the Adoptive and Foster Parent Association of Georgia's Annual Conference.	state.

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail H – Item 13, Visiting with Parents and Siblings in Foster Care

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	Goal #1 Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	Support and advocate for: 2000 supplement – 171 positions; 2002 – 100 positions; 2003 – 100 positions	Commissioner Jim Martin Governor Georgia Legislature	June 2004	It is expected that legislative approval will be sought for 100 new Child Welfare positions.	The impending change in the state's administration as well as fiscal constraints may offer challenges for getting this request approved.
June 2002 Feb. 2003 Feb. 2003 Feb. 2003	Goal #2 Step 1: Supervisory Review Form will be adapted to include review of visits between parents and children. Step 2: Supervisors are trained to include visits in their reviews. Step 3: Case plan is adapted to include documentation of visits between parents and children and reasons for their location. Step 4: Caseworkers are trained to include documentation of visits in case plan. Evaluation: Visits between parents and children and location of visits will be documented in at least 90% of cases by June 2004.	Form adapted by Feb. 2003. June 2003 Case plan adapted by Mar. 2003. June 2003	Foster Care Unit, Consultation & Support Unit Professional Development Section, Kelli Stone, Field Directors, County Directors, County Supervisors	June 2004	Steps 1 - 4: A workgroup is being formed to address changes needed to improve the Supervisory Review Form and implementation process. The committee is aware of PIP requirements to assure child and parent and sibling visitation as stipulated in the Case Plan. The workgroup will revise the Supervisory Review Form to document visitations between children and their parents and with their siblings. The Case Plan has been amended to include documentation of visits between parents and children. This is currently being covered in the CPRS training, which will be complete at the end of January 2003. All staff is required to document efforts to place siblings together.	As the committee will not convene until late January, no specific barriers, which would interfere with changes being made to the Supervisory Review process or forms used for same, have been identified at this time.
July 2002	Goal #3 Step 1: On-going training and professional development will include segment on importance of visitation. Evaluation: Evaluations of caseworker	Sept. 2002	Foster Care Unit	Dec. 2002 Requesting a date change to February 2003	Partially achieved. The Foster Care Unit is currently conducting First Placement Best Placement training for all placement and Child Protective Services staff, along with private	An unexpected statewide review and face-to-face visit with every child in care necessitated this training being suspended

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	training will reflect understanding of importance of visitation.				providers. The importance of and requirements for parent and child visitation is being emphasized at each of these sessions. Funding options, suggestions for locations of visits, where visitation centers are non-existent, frequency of visits, and documentation requirements are among the topics covered in the training. It is expected that all staff and interested private providers will be trained by the end of January 2003.	the month of September. Also, there has been an increase in request from our private partners to attend this training. These factors have necessitated offering additional FPBP training sessions beyond December.
August 2002	<p>Goal #4</p> <p>Step 1: Thorough research will be compiled and a report prepared on other states' models for successful visitation centers.</p> <p>Step 2: Communities and stakeholders will be contacted and engaged to facilitate development of visitation centers, including local judges, churches, and community groups involved with children.</p> <p>Step 3: Sites will be selected, staffing resources will be assessed and identified, and items to create a family-friendly environment will be secured.</p> <p>Step 4: A "How To" guide to develop other centers will be prepared and issued.</p> <p>Evaluation: Visitation centers will be measured by a documented increase in the number of visits that occur between parents and siblings.</p>	<p>Five visitation centers will be developed across the state, especially in the metro areas. A "how to" book will be developed for counties and courts in establishing other new centers across Georgia.</p> <p>Aug. 2002</p> <p>Jan. 2003</p> <p>June 2003</p> <p>Sept. 2003</p>	Ann Dennard Smith TA: Michelle Barclay	June 2004	<p>In a collaborative effort with the Court Improvement Project (CIP) the Division requested and received assistance from the Barton Child Law and Policy Clinic at Emory University, which allowed students to research and develop a report about visitation centers in other states. They are also creating a "How to" manual for getting these set up in Georgia. This project has been completed and will be ready for distribution in early February.</p> <p>Presently the state offers competitive funding opportunities for the development of Family Visitation Services Centers and the provision of reunification services through the Promoting Safe and Stable Families Program (PSSF).</p> <p>The 2003 Request for Proposals was issued in April of 2002 to over 1000 state government agencies, public and</p>	There are no barriers for this goal identified at this time.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>private non-profit entities statewide. A separate notice of Title IV-B, Subpart 2 (PSSF) fund availability was issued in July 2002 in partnership with the Court Improvement Project to provide program and funding information to Judicial Circuits interested in supporting the development of community-based Family Visitation Centers. This expanded notice of fund availability will continue to increase judicial support for community-based visitation and reunification services statewide.</p> <p>As a result, the number of community-based Family Visitation Centers has increased from five centers in FFY 2002 to thirteen centers in 2003. A key IV-B-2 funding objective is to increase not only the frequency but also the quality of visitation between parents, children and siblings in foster care.</p> <p>Evaluation: There has been a documented increase in the number of visits that occur between parents and siblings. Visitation conducted in these community-based settings occurs once a week during non-traditional hours and is facilitated by transportation services to remove barriers to consistent and meaningful interaction.</p>	

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail I – Item 17, Needs and Services of Child, Parents, Foster Parents

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
April 2002	Georgia will continue to require all providers to complete a Multi Discipline Team Meeting for each Comprehensive Child and Family Assessment to determine the appropriate needs and services of all children and families entering foster care program within the first 30 to 60 days of the child entering care.	Review at each annual on-site review.	Marita Roberts Joe Wassell Betty Wrights Millicent Houston Gloria Patterson Linda Ladd Leslie Cofield Dianne Yearby Patricia Nealy Alice Marie Hutchison	Jan. 2004	<p><u>This Benchmark was achieved.</u> In April 2002 all FP/BP policies and standards were revised to more clearly define the expectations and requirements for completing all aspects of FP/BP Assessments and Wrap Around Services.</p> <p>Completion Date: June 2002</p> <p>Four Foster Care Consultants have been assigned to work with county staff and other stakeholders on foster care (permanency) indicators. These staff will begin working on this assignment February 2003. They will receive training on how to conduct annual on-site qualitative reviews.</p> <p>Completion Date: December 2002 and ongoing.</p> <p>What needs to be accomplished: Four Foster Care consultants and other stakeholders will receive training on how to complete the qualitative review process.</p>	
July 2002	Georgia will complete technical assistance to	Provide 11 county site training to staff		Dec. 2002 and	<u>This benchmark was achieved.</u>	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	DFCS staff and private providers as to how to complete a comprehensive assessment and how to use the collected information to make the most appropriate permanency decision at the beginning of the child's stay in foster care. The FP/BP information will also be used to develop more effective case plans for the child and family.	and providers beginning in 7/2002.	Marita Roberts, Joe Wassell, Betty Wrights Millicent Houston Gloria Patterson Linda Ladd Leslie Cofield Patricia Nealy Dianne Yearby Alice Marie Hutchison	ongoing	<p>In July 2002, Foster Care staff began training DFCS staff and providers on the revised FP/BP Assessment and Wrap Around policies and standards. Foster parents, judges and court appointed special advocates (CASA'S) also received FP/BP training. More than 3600 staff, providers and other stakeholders received training in 17 sessions across the state.</p> <p>Foster Care staff also provided training to DFCS staff on the Case Plan Reporting System (CPRS) to help staff use the information collected in the comprehensive assessment to make more appropriate permanency decisions. Over 900 DFCS placement staff received this training.</p> <p>A pilot is being conducted in Dekalb with the DFCS office and the Juvenile Court to determine if additional training is needed.</p> <p>Completion Date: December 2002 and ongoing.</p>	
July 2002	Georgia will complete technical assistance to DFCS staff and private providers of the content of the comprehensive assessment and how to use the collected information to meet the health, mental health, dental and educational needs of the child and family.	Provide 11 county site training to staff and providers beginning in 7/2002.	Marita Roberts Joe Wassell Betty Wrights Millicent Houston Linda Ladd Leslie Cofield Dianne Yearby	Dec. 2002 and ongoing	<p><u>This Benchmark was achieved.</u> This action step was included in the Foster Care Policy Training described in # 2 above.</p> <p>Completion Date: See # 2 above.</p>	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
			Patricia Nealy Alice Marie Hutchison			
July 2002	Georgia will complete technical assistance to DFCS staff and private providers as to how to use the collected information to meet the child and family needs as it related to post substance abuse counseling, monitoring and support as a part of the early intervention process and/or in – home intensive treatment services.	Provide 11 county site training to staff and providers beginning in 7/2002.	Marita Roberts Joe Wassell Betty Wrights Millicent Houston Gloria Patterson Linda Ladd Dianne Yearby Patricia Nealy Alice Marie Hutchison Leslie Cofield	Dec. 2002 and ongoing	This benchmark was achieved. This action step was included in the Foster Care Policy Training described in # 2 above.	
June 2002	Complete a monthly county-by-county report as it relates to the initial assessment of the First Placement/ Best Placement Comprehensive Assessment and the identified types of placements needed and available and permanency plans of children.	Complete a report as to findings from July 2001 – March 2002.	Leslie Cofield Dianne Yearby Alice Marie Hutchison Patricia Nealy Doris Walker	Sept. 2002 Requesting a date change to October 2003 and ongoing	This was partially achieved. A study of the initial seven pilot FP/BP counties was completed in September 2002. A report of the findings will be available in February 2003. This study compares the seven pilot counties to non-participating FP/BP counties. The study was conducted from January 1, 1998 through October 31, 2001 prior to the statewide implementation of FB/BP assessments for all children entering foster care. Completion date December 2002. In February 2001 counties were required to complete a comprehensive FP/BP assessment on all children entering care. A contractor needs to be selected to conduct will be selected to conduct a study on the efficacy of FP/BP using data from all 159 counties. What needs to be accomplished: A	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					contractor needs to be selected to conduct an independent study of FP/BP.	
June 2002	Complete a monthly county-by-county report as it relates to the First Placement/ Best Placement Wrap Around Services used for each child in foster care.	Complete a report as to the findings from December 2001 – March 2002.	DFCS through contractors	Sept. 2002 Requesting a date change to October 2003 and ongoing	<p><u>This was partially achieved.</u> FP/BP Wrap Around policies and standards were revised. DFCS staff, providers, judges and CASA's received training on the new FP/BP Assessment and Wrap Around policies and standards.</p> <p>Completion Date: December 2002 and ongoing.</p> <p>What needs be to accomplished: A contractor needs to be selected to conduct an independent study of FP/BP Wrap Around Services.</p>	
Oct 2002	Georgia will complete an annual statewide review of the First Placement/ Best Placement Program to include on site case reviews of 50 randomly selected cases. This review will be similar to the federal on site review. Children, caregivers/families and other stakeholders will be interviewed. Fulton will be included at each annual review.	Complete at least 50 case reviews beginning 1/2003.	Joe Wassell Betty Wrights Millicent Houston Linda Ladd Leslie Cofield Dianne Yearby Patricia Nealy Alice Marie Hutchison Gloria Patterson	May 2003 Requesting a date change to October 2003	<p>Four Foster Care staff has been assigned to work with county staff and other stakeholders on this action step for foster care indicators.</p> <p>What needs to be accomplished: Staff needs to be trained on the qualitative review procedures.</p>	
Oct. 2002	Georgia will complete an annual review throughout the state of the First Placement/ Best Placement Wrap Around Services Program by completing on-site case reviews during the same time as completing the random selected case review in #8 above.	Complete at least 50 case reviews beginning 1/2003.	Joe Wassell, Betty Wrights Millicent Houston Linda Ladd Leslie Cofield Alice Marie Hutchison Dianne Yearby Patricia Nealy Gloria Patterson	May 2003 Requesting a date change to October 2003	See Action Step 7 just above.	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
June 2003	Georgia will continue to assess the effectiveness and impact of the First Placement/ Best Placement Program and Wrap Around Services Program in reducing the number of children in foster care once the family's needs and services have been met.	Report to team.	Joe Wassell Betty Wrights Millicent Houston Gloria Patterson Linda Ladd Dianne Yearby Leslie Cofield Alice Marie Hutchison Patricia, Nealy	June 2004 and on-going	What needs to be accomplished: This step will be included in the independent study conducted by the contractor when selected. The Work Group will closely monitor action Steps 10 through 14. The completion of these steps is contingent on the completion of action steps 6,7,8 and 9.	
Nov. 2003	If problem is predominantly institutional: Establish a larger state review group, which will include more stakeholders to review and provide technical assistance to counties and the annual statewide review of the First Placement/ Best Placement Program and Wraparound Services to include on site case reviews of 50 randomly selected cases.	Complete additional case reviews, if appropriate by 11/2003.	Joe Wassell Betty Wrights Millicent Houston Gloria Patterson Linda Ladd Dianne Yearby Alice Marie Hutchison Leslie Cofield Patricia Nealy	June 2004 and on-going	Contingent on the results of the above	
Nov. 2003	Examine policy and training effectiveness for DFCS staff and private providers.	Within 60 days of completing additional on-site case reviews, provide a written report, if appropriate.	Joe Wassell Betty Wrights Gloria Patterson Millicent Houston Linda Ladd Linda Doster Dianne Yearby Leslie Cofield Patricia Nealy Alice Marie Hutchison	June 2004 and on-going		
Nov. 2003	Recommend additional training and policy changes.	Within 60 days of completing additional on-site case reviews, provide a written report, if appropriate.	Joe Wassell Betty Wrights Gloria Patterson Millicent Houston Linda Ladd Linda Doster Alice Marie Hutchison	June 2004 and on-going		

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
			Dianne Yearby Patricia Nealy Leslie Cofield			
Jan 2003	Test whether needs and services to children and families changes after training and policy changes.	Complete additional case reviews, if appropriate.	Joe Wassell Betty Wrights Gloria Patterson Millicent Houston Linda Ladd Stakeholders Alice Marie Hutchison Leslie Cofield Dianne Yearby Patricia Nealy	June 2004 and on-going		
Jan. 2003	Identify if appropriate, other factors that may contribute to the needs and/services of children and families not being met while in foster care. Evaluation: Please see Evaluation for Items 3 & 4, page B-2.	Complete a report to the team.	Joe Wassell Betty Wrights Gloria Patterson Millicent Houston Linda Ladd Stakeholder Alice Marie Hutchison Leslie Cofield Patricia Nealy Dianne Yearby	June 2004 and on-going		

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Work Plan Detail J – Item 18, Child and Family Involvement in Case Planning

Goal: Families will have enhanced capacity to provide for their children's needs

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
April 2002	Training curriculum for caseworkers will include provision to specifically address child and family involvement in case planning. Special attention will be paid to involving fathers and older children. Evaluation: Survey sampling of caseworkers and supervisors will be done to measure understanding.	All curricula will include those provisions.	Professional Development Section TA: Ed Fuller	Sept. 2002	<u>Achieved.</u> The DFCS Professional Development Section (PDS) established a Social Service Curriculum Advisory Committee to address the training needs of Social Services staff. Committee members include state and county staff, and other community stakeholders. The committee and selected contractors will revise, field test and implement the Social Services New Worker curriculum. The revised curriculum will place additional emphasis on family centered practice. Completion Date: In November 2002 competencies were identified for New Worker Training. The Advisory Committee reviewed the first draft of the revised curriculum based on CWLA competencies. Georgia is on schedule to have the new curriculum completed by October 2003.	
April 2002	Judicial training will highlight the findings of the federal review on this item and the need for making sure that families and children are involved in their case planning. Evaluation: Survey sampling of judges will be	Annual training will include session on the federal review.	Eric John TA: Michelle Barclay	Nov. 2003	The federal PIP was presented at the judge's conference during the pre-conference meetings. It has also been distributed via the web on the Georgia juvenile court	The agenda for the conference is generally set more than 6 months in advance but a formal class will be scheduled

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	done to measure compliance.				judge's list serv. A class on the federal PIP will be scheduled for the Spring 2003 Council of Juvenile Court Judges conference. A class on the federal PIP was conducted during the Child Placement Conference in the Fall of 2002, which was attended, by judges, caseworkers, attorneys and CASAs.	for the Spring Judge's conference. A survey will be done at that time.
April 2002	SAAG training will highlight the findings of the federal review on this item and the need for making sure that families and children are involved in their case planning. Evaluation: Survey sampling of judges will be done to measure compliance.	Annual training will include session on the federal review.	Vivian Egan TA: Michelle Barclay	Aug. 2002	Achieved. SAAG's received training regarding the findings of the Federal Review.	
April 2002	The CPRS will be mandated to make sure that documentation of parental involvement be collected statewide. Evaluation: A report documenting parental involvement will be generated from the CPRS and distributed monthly to supervisors and county directors. A quarterly report will be presented to the Regional IV staff after review and approval by Division, SOA and Commissioner.	All case plans will be entered into the CPRS.	Kelli Stone TA: Michelle Barclay	July 2003	Response as of 12/13/2002: There is an ongoing implementation plan for CPRS that will eventually include all 159 counties. Currently, 104 of 159 counties have been trained to use the new system. After the implementation plan is complete at the end of January 2003, the monthly reports will begin.	The training of all 159 counties (1200 caseworkers) and juvenile court judges and staff (approximately 100 judges) has taken longer than expected but will be complete by January 2003.
Effectuated	Family group conferencing must be done at the 30-day case plan with multi-disciplinary staffing to ensure parental involvement in case planning. Evaluation: Sample spot checks with counties will occur to see if counties are in compliance.	Family group conferencing will take place with all foster care cases.	County Supervisors	June 2004 and on-going	Achieved. All DFCS staff and FP/BP providers have received training on Family Team Conferencing and Multi-Disciplinary Team Meetings (MDT). Additional training will be offered to DFCS staff and FP/BP providers in January 2003, June 2003 and September 2003.	
Jan. 2002	Family Group Conferencing and First Placement/Best Placement projects will get	A project manager will be assigned to both programs with	Juanita Blount-Clark Wilfred Hamm	July 2002	Achieved. Four Foster Care staff has been assigned to work with	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	sufficient support, leadership and project management to ensure successful implementation and maintenance. Evaluation: Feedback will be sought quarterly from the project managers on progress and needs for continued successful implementation.	full support for implementation.			providers, county staff and other state office consultants to manage, monitor and provide technical assistance to counties and providers on Family Team Meetings and FP/BP services. Completion date: December 2002 and ongoing.	
Sept. 2001	Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	Support and advocate for: 2000 supplement – 171 positions; 2002 – 100 positions; 2003 – 100 positions	Commissioner Jim Martin Governor Georgia Legislature	June 2004	388 caseworker positions were requested in this year's DHR budget request to the Governor. If the Governor approves this request, then the request will go to the legislature.	There is a severe budget shortfall this year. Budget information from the Governor's office is still not available at this date.

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Work Plan Detail K – Item 19, Worker Visits with Child

Goal: Reduce caseload size

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	Support and advocate for: 2000 supplement – 171 positions; 2002 – 100 positions; 2003 – 100 positions	Commissioner Jim Martin Governor Georgia Legislature	June 2004	The DHR Commissioner and the DHR Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislative session, which began 1/15/03.	Economic down turn in Georgia may prohibit the authorization of staff as recommended.

Goal: Develop visitation opportunities in the least restrictive setting and in compliance with ASFA guidelines.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	Review current policies and practices in accordance with ASFA guidelines.	Completion of policy and practice review.	Wilfred Hamm (all Services Units)	Sept. 2002	<u>Completed September 2002.</u> Foster Care policy reviewed in relation to ASFA, CWLA Standards and the policies of representative states.	
May 2002	Revise policy and practice according to need.	Implement revised policy.	Foster Care Unit Linda Doster	Oct 2002 Requesting a date change to April 2003	<u>Partially Achieved.</u> Draft of contact standards developed and reviewed by Foster Care Unit Staff. Next steps are to seek final approval from QTF (1/03) and once approved, to send to print and to distribute to county departments for inclusion in Foster Care Manual (3/03). Measurement methods in process of development: Online Supervisory	Placement Quality Task Force (QTF) not scheduled to meet and approve of policy changes until January 2003. Print and distribution process requires a minimum of 6 weeks.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Review Guide questions developed by 3/03. Information to be compared with baseline data from online survey of 159 county DFCS offices re: visitation practices. Survey to be administered statewide 1/03.	
April 2002	Develop community-based partnerships to enhance utilization of child friendly visitation centers.	Decreased use of agency office as a visitation site. Revise supervisory review tool to identify that “least restrictive” visitation was/was not appropriate for the case.	County Department Kathy Herren	June 2004 July 2002	<u>Partially achieved.</u> Draft policy strengthens the use of “least restrictive” visitation settings, including visitation centers. (Documentation required when setting is that of county office.) See above for “next steps” and measurement methods to be developed and used.	
April 2002	Develop training components to support visitation with child and family. Evaluation: Please see evaluation for Items 3 & 4, page B-3.	Development of curriculum for new worker training and veteran staff.	Geraldine Jackson White	Sept 2002	<u>Achieved.</u> The DFCS Professional Development Section (PDS) established a Social Service Curriculum Advisory Committee to address the training needs of Social Services staff. Committee members include state and county staff, and other community stakeholders. The committee and selected contractors will revise, field test and implement the Social Services New Worker curriculum. The revised curriculum will place additional emphasis on family centered practice. Completion Date: In November 2002 competencies were identified for New Worker Training. The Advisory Committee reviewed the first draft of the revised curriculum	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					based on CWLA competencies. Georgia is on schedule to have the new curriculum completed by October 2003.	

Goal: ICPC compliance with quarterly reporting requirements.

START DATE	ACTION STEPS	MEASURABLE BENCHMARK	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
April 2002	Review of ICPC policy compliance for quarterly reports to ensure appropriate contacts are being made.	Track ICPC approved placements to assure that quarterly reports have been submitted.	Foster Care Unit Local County Department	Sept 2002 Requesting a date change to June 2003	<u>Partially achieved.</u> See Action Step 2 above re: revised contact standards. Online Supervisory Review Guide to include as a compliance item (3/03). Supervisors will randomly select cases and review for compliance. . Also exploring the use of the ICPC Tracking System to determine if reports are received quarterly in the State ICPC Unit.	

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail L – Item 20, Worker Visits with Parents

Goal: Reduce caseload size

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	Support and advocate for: 2000 supplement – 171 positions; 2002 – 100 positions; 2003 – 100 positions	Commissioner Jim Martin Governor Georgia Legislature	June 2004	The DHR Commissioner and the DHR Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislative session, which began 1/15/03.	Economic down turn in Georgia may prohibit the authorization of staff as recommended.

Goal: To have meaningful and purposeful visits between parents and case managers

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	Revise current practice standards by establishing guidelines for frequency expectations of contacts with parents.	Completion of policy and practice review.	Foster Care Unit Linda Doster	Sept. 2002	Achieved. Foster Care policy reviewed in relation to ASFA, CWLA Standards and the policies of representative states.	
Mar. 2002	Establish a standard for expectations for visits with parents to occur in the residence of the parent at least every other month.	Developed visitation opportunities in the least restrictive setting and in compliance with ASFA guidelines.	Foster Care Unit Linda Doster	Sept.2002 Requesting re-negotiation of Completion Date to June 2003	Partially achieved. Draft contact standards developed and reviewed by the Foster Care Unit. Next steps are to seek final approval from QTF (1/03) and once approved, to send to print and to distribute to county departments for inclusion in Section 1006 of the Foster Care Services Manual (3/03).	Placement Quality Task Force (QTF) not scheduled to meet and approve of policy changes until January 2003. Print and distribution process requires a minimum of 6 weeks.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	Revise the Supervisory Review tools to assure that policy compliance and good practice are in place.	Revised Supervisory Review Guide.	Ed Fuller Doris Walker Kathy Herren	Sept. 2002 Requesting re-negotiation of Completion Date to May 2003.	Measurement methods in process of development: On line Supervisory Review Guide questions developed by 3/03. Information to be compared with baseline data obtained from an online survey of 159 county offices re: worker-parent visitation practices, including the primary visitation location. Survey to be administered statewide 1/03.	
Mar. 2002	Develop training components to support work with the parents through “New Worker Training” and as on-going skills training course for veteran staff. Evaluation: Please see Evaluation for Items 3 & 4, page B-2.	Development of curriculum for new worker training and veteran staff.	Geraldine Jackson White	Sept 2002	Achieved. The DFCS Professional Development Section (PDS) established a Social Service Curriculum Advisory Committee to address the training needs of Social Services staff. Committee members include state and county staff, and other community stakeholders. The committee and selected contractors will revise, field test and implement the Social Services New Worker curriculum. The revised curriculum will place additional emphasis on family centered practice. Completion Date: In November 2002 competencies were identified for New Worker Training. The Advisory Committee reviewed the first draft of the revised curriculum	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					based on CWLA competencies. Georgia is on schedule to have the new curriculum completed by October 2003.	

Goal: ICPC compliance with quarterly reporting requirements.

START DATE	ACTION STEPS	MEASURABLE BENCHMARK	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	Review of ICPC policy compliance for quarterly reports to ensure appropriate contacts are being made. Evaluation: Please see Evaluation for Items 3 & 4, page B-3.	Track ICPC approved placements to assure that quarterly reports have been submitted.	Foster Care Unit Local County Department	July 2002 Requesting to re-negotiate completion date to June 2003	Measurement methods in process of development: On line Supervisory Review Guide questions developed by 3/03. Information to be compared with baseline data obtained from an online survey of 159 county offices re: worker-parent visitation practices, including the primary visitation location. Survey to be administered statewide 1/03.	

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail M – Item 21, Educational Needs of the Child

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	Change Placement policy to require all counties to use the CPRS for each child coming into care.	Completion of policy change.	Foster Care Unit	Dec. 2002	Achieved. Memo sent July 2, 2002 to all DFCS agencies directing them to use the CPRS system for each child entering care.	
Mar. 2002	Expand fields on Education Screen in CPRS to add the following: “Has the child had an educational assessment within the last 12 months?” “Does the child’s educational plan reflect and incorporate the findings of the most recent comprehensive assessment?” “Have the details of the child’s education needs been provided to the placement resource?” “If the child is below school age, has there been a developmental assessment?” “Is the child developmentally delayed?” “Have the child’s educational needs been provided to the boarding county if the child is placed out of county?” Evaluation: Please see Evaluation for Items 3 & 4, page B-2.	Fields added to CPRS Education Screen. FP/BP Assessment will cover this area during assessment. FP/BP standards will be revised to include this information so that caseworker can include on CPRS.	Kelli Stone FP/BP Technical Assistance Team, CAPS Section	Dec. 2002 Dec. 2002 DFCS is requesting to amend this date to February 2004	Partially achieved. The First Placement/Best Placement training has occurred for over 3,600 providers, DFCS Child Protective Services and Foster Care staff, State Office Consultants, foster and adoptive parents, and judges in more than 17 sessions statewide. The CPRS system does not currently collect the data necessary to achieve this goal. Expected completion date is February 2004.	

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail N – Item 22, Physical Health of the Child

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Jan. 2002	Georgia will put in to policy a descriptive usage of how the county mini – grants and the Safe and Stable Families Programs can be used to meet the health needs and provide services to children in CPS and Foster Care cases. This will encourage the use of these programs to add more resources to services families in each county.	Provide new policy and obtain approval.	Rebecca Jarvis Linda Doster Leslie Cofield, Dianne Yearby, Patricia Nealy, Alice-Marie Hutchison	July 2002	Achieved: Policy was revised and approved in July 2002 to reflect a descriptive usage of the county mini-grant and the Safe and stable Families Program that can be used to meet the Health needs of children and provide services to children in CPS. In Foster Care cases, training has been provided to staff to clarify funding sources to respond to the physical health needs of children in foster care as a result of the FP/BP assessment. Also, DFCS and Public Health are working together to establish a system for ongoing monitoring, sharing information and analyzing any further needs or services for children in foster care. What needs to be completed: Four Foster Care Consultants have been assigned to the 12 field areas to monitor foster care related PIP indicators. These staff will review cases along with supervisors in their assigned counties. These assignments will be effective 2/15/03.	
April 2002	Georgia will continue to require all providers to complete a Multi Discipline Team Meeting for each Comprehensive Child and Family Assessment to determine the appropriate health needs and services of all children entering foster care program within the first 30 to 60 days of the child entering care.	Review at each annual on-site review.	Joe Wassell, Betty Wrights, Millicent Houston, Leslie Cofield Dianne Yearby Patricia Nealy Alice-Marie Hutchison Linda Ladd	Dec. 2002 and on-going	Achieved: As Part of the First Placement/Best Placement initiative in February 2001 policy was implemented that requires every child that enters foster care in Georgia and remains in foster care after 72 hour hearing to have a First Placement, Best Placement Assessment. With the assessment it is also required that a MDT meeting is held to determine the service	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					needs of the child and family. The MDT meeting is held within the first 30 to 60 days of a child's placement in foster care. To monitor the effectiveness of the FPBP assessment as well as the MDT, four foster care consultants have been assigned to the 12 regions. These consultants will conduct onsite reviews, which are scheduled to begin in February 2003. CPRS will also provide a monitoring mechanism in which case manager are required to enter the date the FPBP assessment was initiated and the date the MDT meeting was held and any service needs and recommendations of the child and family. The four consultants will conduct onsite reviews of randomly selected cases with various counties along with Fulton County to assess if the private providers are meeting the standards for the FPBP assessment and if the county staff is implementing the service recommendations indicated for the child and family at the MDT team meeting with the use of wrap around funds. The reviews will aide in determining if the county staff is initiating assessments on every child that enters and remains in foster care after the 72-hour hearing. Actions for next quarter: The onsite reviews are not scheduled to begin until February 2003 after training of DFCS staff and private providers. Once the reviews are conducted, compilation of data collected is needed to determine if Multi Disciplinary teams are being conducted after the completion of the First Placement Best Placement Assessment. The field in CPRS to report the service needs and	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					recommendations of the child from the Multi Disciplinary Team is needed to adequately measure the benchmark.	
July 2002	Georgia will complete technical assistance to DFCS staff and private providers as to how to complete a comprehensive assessment and how to use the collected information to make the most appropriate health decision at the beginning of the child’s stay in foster care. The FP/BP information will also be used to develop more effective case plans for the child and family.	Provide 11 county site training to staff and providers beginning in 7/2002.	LeslieCofield Dianne Yearby Patricia Nealy Alice Marie Hutchison Betty Wrights Millicent Houston (Technical Assistance Team)	Dec. 2002 and ongoing	<u>This benchmark is achieved.</u> Statewide training of DFCS staff and Private Providers began in July 2002 and will end in January 2003. A Technical Assistance Team has been created and designated for each field area. The Technical Assistance team member assigned to the field area will begin providing consultation, support and training in February 2003. Technical Assistance Teams will need to provide the ongoing consultation, support, and training for county DFCS offices and private providers. The monthly report received from the county indicating the number of FP/BP Assessments completed for the month will assist in measuring this benchmark and establishing the counties that need technical assistance. Also, once CPRS has the field that allows case managers and providers to record information on the date of the Multi Disciplinary Team meeting and the service recommendations and needs of the child this can be used to measure the benchmark. Once the Technical Assistance team begins to provide support, consultation, and training to county DFCS staff and providers, there will be reports generated that will reflect the achievement of the benchmark. Also, reports from CPRS once the field is available will provide information to measure this benchmark. Actions for next quarter report: The Technical Assistance teams were formed in	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					December 2002 and began providing technical assistance on a very limited basis because the focus has been to complete the statewide training of county staff and private providers. The inclusion of a field on the CPRS system that will allow the service needs and recommendations for the child and family from the Multi Disciplinary Team meeting to be imputed by the case manager and/or the provider is needed to measure this benchmark.	
July 2002	Georgia will complete technical assistance to DFCS staff and private providers of the content of the comprehensive assessment and how to use the collected information to meet the health, mental health, dental and educational needs of the child and family.	Provide 11 county site training to staff and providers beginning in 7/2002.	Leslie Cofield Dianne Yearby Patricia Nealy Alice Marie Hutchison Joe Wassell, Betty Wrights, Millicent Houston Kellie Stone	Dec. 2002 and ongoing	Achieved: In July 2002, the Foster Car Unit initiated training of the county DFCS staff as well as private providers on the policy and procedures for FPBP and wrap around services. Also, in December 2002, Four Foster Care Program Consultants were assigned regionally to provide technical support, consultation and training to county staff and private providers as it relates to First Placement Best Placement and wrap around services. In addition, CPRS is being conducting a statewide with DFCS staff. With CPRS staff can input data from the First Placement/Best Placement Assessment about the health, mental health, dental and education needs of the child and family. CPRS will design a feature as part of the system that will allow private providers assess to CPRS . Private providers will have the capability to input information on the health, mental health, dental and education needs of the child and family while they are completing the FPBP assessment. At this time, there are no measurable improvements, however with the completion of CPRS training,	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					information regarding the number of assessments completed in each county with the health, mental health, educational, and dental needs of the child and family recorded will be recorded through CPRS monitoring system. Since the consultants have been assigned regionally, each consultant will provide consultation, support and training to assure the information is being recorded in the CPRS system. The CPRS will need to report on the number of assessments completed in each county as well as information regarding the input of data on the health, mental health, dental and educational needs of the child and family. Training of county DFCS staff and providers will conclude in February 2003. Once information is imputed in the CPRS system, the four consultants can utilize this information to assure assessments are completed on all children and that the MDT meeting is held for collaborating from several disciplines on the service needs of the child and family. Also, the monthly reports from the county offices on the number of assessment completed will assist in identifying counties who are not utilizing FPBP as an assessment tool. With this information, foster care consultants will provide technical assistance to counties identified through the reporting system. A contractor will be selected to compile the data on the effectiveness of the implementation and access of the service recommendations indicated in the FPBP assessment. After training the DFCS staff and private	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					providers it is anticipated that there will be an increase in the number of assessments completed and wrap around services utilized. This will be indicated in the CPRS system and on the monthly reports. When the FPBP team embarks on the site reviews, evidence of the county staff and providers understanding of the FPBP content as well as the process will be determined. Actions for next quarter: The accuracy of the data collected through CPRS as well as the monthly reports submitted by county DFCS offices will need to be assessed by the FPBP team. The Contractor will compile, tabulate, and provide analysis on the data collected.	
July 2002	Georgia will complete technical assistance to DFCS staff and private providers as to how to use the collected information to meet the child's needs as it related to post substance abuse counseling, monitoring and support as a part of the early intervention process and/or in – home intensive treatment services.	Provide 11 county site training to staff and providers beginning in 7/2002.	Leslie Cofield, Dianne Yearby, Patricia Nealy, Alice-Marie Hutchison	Dec. 2002 and ongoing Requesting a change in date to February 2003 & ongoing	Partially achieved: The CPRS System will have features added to allow the collection of data on the number of assessments completed within a county and the service recommendations for the family and child from the MDT meeting. The compilation of this information will allow the team to determine the counties that may require consultation, support or training. The collection of the monthly county reports and the dissemination of the monthly invoices by the selected contractor will assist the four foster care consultants in identifying if the Assessment information is used by the counties to begin providing post substance abuse counseling and support. The data collection from the onsite reviews will also give concrete results on the counties ability to utilize the assessment information to determine if early intervention is necessary for post-	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					substance abuse counseling, monitoring or support. Actions for next quarter: The team will need to determine the accuracy of information in the CPRS system regarding the service needs of children and families indicated at the MDT meeting. During the next quarter, the team will monitor the data collection from CPRS and the selected contractor. This information will steer the efforts of the FPBP consultants assigned to regions to begin training, consulting, and supporting the needs of county DFCS staff and private providers.	
June 2002	Complete a monthly county-by-county report as it relates to the initial assessment of the First Placement/ Best Placement Comprehensive Assessment and the identified types of placements needed and available and permanency plans of children.	Complete a report as to findings from July 2001 – March 2002	Leslie Cofield, Dianne Yearby, Patricia Nealy, Alice-Marie Hutchison	Sept. 2002 Requesting a date change to February 2003 & ongoing	Partially achieved: The initial focus of this action step was to conduct a study of the seven pilot FP/BP counties, a review of the FP/BP Comprehensive Assessment process to assure that the physical health needs of children were addressed in the assessments and to assure that the placements were appropriate to meet the child's needs. However, further and careful review of this action step indicates that a completed SACWIS supported by random case record reviews is necessary in order to monitor the benchmark. In the absence of the SACWIS system at this time, the four foster care consultants will randomly select cases to review this benchmark with county supervisors in their assigned areas to monitor benchmarks.	The completion of the First Placement/Best Placement process is delayed because the contract deliverables were restructured and additional analyses were added. Although delayed, the results will be better supported with the restructuring.
June 2002	Complete a monthly county-by-county report as it relates to the First Placement/ Best Placement Wraparound Services used for each child in foster care.	Complete a report as to the findings from December 2001 – March 2002.	Leslie Cofield Dianne Yearby Alice-Marie Hutchison Patricia Nealy	Sept. 2002 Requesting a change in the completion date to October 2003	The same as above	The completion of the First Placement/Best Placement process is delayed because the contract deliverables were restructured and additional analyses were

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
						added. Although delayed, the results will be better supported with the restructuring
Oct. 2002	Georgia will complete an annual statewide review of the First Placement/Best Placement Program to include on site case reviews of 50 randomly selected cases. This review will be similar to the federal on site review. Children, caregivers/families and other stakeholders will be interviewed. Fulton will be included at each annual review.	Complete at least 50 case reviews beginning 1/2003.	Joe Wassell Betty Wrights Millicent Houston Linda Ladd Leslie Cofield Dianne Yearby Patricia Nealy Alice-Marie Hutchison	May 2003 Requesting a change in the completion date to October 2003	Partially achieved: The FPBP team will need to send out the re-enrollment applications to the private providers and the surveys to the county DFCS offices. Once the information is received back, the team will begin the review. The FPBP team will randomly select records for review and will participate in a complete qualitative review of 50 cases selected for the process. Action for next quarter: The random selection for the qualitative review allow the team to determine the following: the effectiveness of the First Placement, Best Placement assessment in reducing the number of moves a child experiences while in foster care; the percent of children who re-enter foster care, the length of time to achieve permanency; the percentage of children in foster care who are abused and neglected; and the success of case managers implementing the service recommendations for children and families indicated in the FP/BP assessment. Georgia will continue to assess the effectiveness and impact of the First Placement/Best Placement Program and Wraparound Services Program by completing onsite case reviews during the same time as completing the random selected case review.	
Oct. 2002	Georgia will complete an annual review throughout the state of the First Placement/ Best Placement Wraparound Services Program by completing on-site case reviews during the same	Complete at least 50 case reviews beginning 1/2003.	Joe Wassell, Betty Wrights, Leslie Cofield Dianne Yearby Alice-Marie Hutchison, Patricia Nealy Millicent Houston, Linda	May 2003 Requesting a change in the completion date to October	Same as above.	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	time as completing the random selected case review in #8.		Ladd,	2003.		
June 2003	Georgia will continue to assess the effectiveness and impact of the First Placement/Best Placement Program and Wraparound Services Program in reducing the number of children in foster care once the family's needs and services have been met.	Report to team.	Leslie Cofield Dianne Yearby Alice-Marie Hutchison, Patricia Nealy	June 2004 and on-going	Partially achieved: Four Foster Care Consultants in collaboration with county staff and stakeholders will conduct a qualitative review in counties. The four foster care consultants need to learn the qualitative review process. DFCS will develop a contract with a provider to conduct qualitative review training. This information will assist the four consultants in determining if the First Placement/Best Placement Program along with Wrap Around services is reducing the number of children in foster care based on the family's needs and services being met as a result of the service recommendations from the comprehensive assessment. The CPRS System will have features added to allow the collection of data on the number of assessments completed within a county and the service recommendations for the family and child from the MDT meeting. The compilation of this information will allow the team to determine the counties that may require consultation, support or training. The onsite reviews will also give concrete results on the counties ability to utilize the assessment information.	
June 2003	If problem is predominantly institutional: Establish a larger state review group, which will include more stakeholders to review and provide technical assistance to counties and the annual statewide review of the First Placement/Best Placement Program and Wraparound Services to include on site case reviews of 50 randomly selected cases.	Complete additional case reviews, if appropriate by 10/2002.	Leslie Cofild Dianne Yearby Patricia Nealy Alice-Marie Hutchison	June 2004 and on-going	The reviews will not begin until 10-03	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Nov. 2003	Examine policy and training effectiveness for DFCS staff and private providers.	Within 60 days of completing additional on-site case reviews, provide a written report, if appropriate.	Leslie Cofield Patricia Nealy Dianne Yearby Alice-Marie Hutchison	June 2004 and on-going	Achieved: The four consultants, county, and other stakeholders will monitor this action step and provide case consultation, and training assessments as part of their county assignments. This is considered an ongoing task.	
Nov. 2002	Recommend additional training and policy changes.	Within 60 days of completing additional on-site case reviews, provide a written report, if appropriate.	Joe Wassell, Betty Wrights, Millicent Houston, Linda Ladd, Linda Doster, Leslie Cofield Alice-Marie Hutchison Dianne Yearby Patricia Nealy	June 2004 and on-going	Achieved: Same as above	
Jan. 2003	Test whether needs and services to children and families changes after training and policy changes.	Complete additional case reviews, if appropriate by 12/2002.	Joe Wassell, Betty Wrights, Millicent Houston, Linda Ladd, stakeholders, Leslie Cofield Alice-Marie Hutchison Dianne Yearby Patricia Nealy	June 2004 and on-going	Achieved: Same as above	
Jan. 2003	Identify if appropriate, other factors that may contribute to the needs and/services of children and families not being met while in foster care. Evaluation: Please see Evaluation for Items 3 & 4 on page B-2.	Complete a report to the team.	Joe Wassell, Betty Wrights, Millicent Houston, Linda Ladd, stakeholders, Leslie Cofield Alice-Marie Hutchison Dianne Yearby Patricia Nealy	June 2004 and on-going	Achieved: Same as above	

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail O – Item 23, Mental Health of the Child

Goal: Identify or develop a uniform process to ensure that children have access to a statewide mental health assessment that is timely and comprehensive.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	Assess First Placement/Best Placement process to determine if it can be made uniform and timely to serve as a vehicle for this purpose.		Doris Walker, Wilfred Hamm Dawne Morgan Juanita Blount-Clark Kelli Stone	Oct. 2002 (completed)	<u>Achieved.</u> First Placement/ Best Placement is a strategy developed by the Department of Human Resources, Division of Family and Children Services Foster Care Unit. The goal of FP/BP is to improve the foster care system by providing comprehensive assessments for children and families as the basis for case planning decisions and recommendations to juvenile courts on safety and permanency. FP/BP focuses on safety, permanency and child and family well being issues. The program entered its third year of statewide implementation in July 2001. Resources have been allocated to support the comprehensive assessment of every child and family entering Georgia’s foster care system and the delivery of wrap around services responsive to the identified needs of children and families (birth, foster and adoptive). The comprehensive assessment consists of: INFANTS AND TODDLERS DEVELOPMENTAL SCREENING AND ASSESSMENT: An infant and toddler’s developmental screening and assessment are a written report of the	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>basic overview of the child's developmental milestones, characteristics and needs. AGES 4 TO 18 ASSESSMENTS: Children (ages 4-18) require a psychological evaluation when they first enter care through the First Placement, Best Placement program. Children (ages 14 - 18) must have a Youth / Adolescent assessment. A child and Adolescent Functional Assessment (CAFAS) is completed to monitor the progress of each child entering care. A follow up CAFAS is completed six months after the child/youth enters care. FAMILY ASSESSMENT: The goal of a Family Assessment is to provide information about the family's ability to parent their children, additional relatives, family functioning and needs. A family team meeting is held to plan with family members and assure safety for children. Observations and information from the Family Assessment are presented at the Multi-Disciplinary Team staffing (MDT). The MDT explores options for the family and makes recommendations about placement and service interventions (e.g. crisis intervention, mental health, etc.). EDUCATIONAL ASSESSMENT: The educational component is a comprehensive assessment of the child's educational history prior to coming into care. MEDICAL AND DENTAL ASSESSMENT: The medical and dental component is a comprehensive</p>	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					assessment of the child's medical and dental history prior to coming into care. The Foster Care Unit has been conducting trainings statewide to ensure that FP/BP is completed and reported uniformly throughout the state. Providers and DFCS case managers; supervisors and managers have been trained together. The training will conclude in February 2003. Thus, this benchmark is accomplished. First Placement/Best Placement provides the vehicle to ensure that children have access to mental health assessments that are timely and comprehensive.	
Mar. 2002	<p>1. Using the CPRS, develop a process to evaluate completion of assessments for all children entering.</p> <p>2. Assess and report current percentage of completed and timely assessments of children entering care.</p>	Utilizing the same reporting procedure, the percentage of timely assessments completed will increase to at least 80%.	Doris Walker, Wilfred Hamm Dawne Morgan Juanita Blount-Clark Kelli Stone	<p>Oct. 2002</p> <p>July 2003 Requesting a date change to February 2004</p>	The Case Plan Reporting System (CPRS) presently does not have the capability to collect information regarding the timely completion of First Placement/Best Placement (FP/BP) Assessments. Timely completion is defined as assessments completed in thirty days with initiation of assessment beginning no sooner than the completion of the 72-hour Juvenile Court hearing. An entire section devoted to FP/BP statistics is being developed for CPRS. FP/BP fields to be added to CPRS include: Date of Removal; Date of Referral; Date of Completion; Date of MDT Meeting; DSM Iv Diagnosis; Mental Health Recommendations; Date of Referral to Mental Health; Date of Mental Health Report; Date of Closure of Mental Health Service. The addition of these fields will ensure that CPRS is able to	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					capture and report information about Mental Health assessments of children entering foster care. Method for measuring achievement: Information needed to evaluate the timely completion of FP/BP assessments is available in the FP/BP monthly report. Until the fields are added to the CPRS a hand count will be used to review the FP/BP assessments completed each month by county offices. The FP/BP monthly reporting process requires that each count office report to their assigned foster care consultants the number of assessments ordered and paid including a copy of the invoice. The invoice includes the date of referral, date of removal and date of completion of assessments. A hand count of these figures will be compared to the Internal Data System (IDS) which tracks total number of children in care. The CPRS needs additional fields to capture the statistical data of this goal. <u>Actions to be taken next quarter:</u> CPRS is in the process of design regarding FP/BP. The work schedule is set to begin March 2003 and conclude in December in December 2003. 1. Team Meetings will begin with the CPRS developer in March 2003 to discuss changes to the system. 2. A final plan of all improvements to CPRS will be finalized by April 2003.	
Mar. 2002	Select validated instruments for risk assessment as well as more comprehensive diagnostic	Completed list of approved instruments.	Doris Walker, Dianne Sacks, Wilfred Hamm	Sept. 2003	This goal was inadvertently marked as "completed" on the federally	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	assessments for mental health, mental retardation and substance abuse.		Dawne Morgan Juanita Blount-Clark		approved PIP Work Plan Detail Table - Appendix O. However, the date of September 2003 remains the same. The work group met several times to develop specific tasks and review the findings of Governor Barnes' Action Group for Out of Home Placement. Method for measuring achievement: A comprehensive list of commercially available risk assessment and mental health assessment tools with validation reports is needed for comparison and selection. Validation risk and mental health assessment and diagnosis tools will be selected and agreed upon. <u>Actions for next quarter:</u> 1. Meet with work team to compile list of commercially available validation tools. 2. Review tools currently in use within the State agencies. 3. Determine what tools will be selected for risk assessment, mental health, and mental retardation and substance abuse assessments.	
Mar. 2002	Develop and enforce statewide multi-agency protocol for assessment, including necessary confidentiality safeguards. Determine utilization by all counties of approved instruments pursuant to protocol.	Development and enforcement of formal agreements between agencies to use common assessment protocol.	Doris Walker Wilfred Hamm Dawne Morgan Juanita Blount-Clark Governor's Action Group	June 2004	In January 2002, Georgia Governor Roy Barnes named 32 individuals from the public and private sector to form The Governor's Action Group for Safe Children. The final report was published December 30, 2002. One of their charges was to develop a unified state vision regarding children's services including creating a system of data and information sharing among agencies, providers, advocacy groups and the courts. This Interagency Agreement was the first step in	Presently, CPRS does not have the capability to serve as a supervision tool. However, the system is being redesigned to include a First Placement/Best Placement component, which will include data fields that will

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>bringing together all Georgia agencies that provide programs and services to children and their families, with the express purpose of providing an enforceable road map for coordinated service delivery. The intent is to formalize the State's commitment to break down real and perceived barriers to this coordination. This Agreement laid out outcomes, timelines, and specific deliverables related to achieving this goal. This has resulted in tentative (unsigned) agreements between the Department of Human Resources, Department of Juvenile Justice, Department of Community Health, Department of Education, Georgia Technology Authority, Council of Juvenile Court Judges, Family Connection and the Office of the Child Advocate. If the assessment protocol is developed, it will need to be determined how to ensure that all counties are utilizing the tool. . A common assessment protocol is needed in order to have a seamless, effective and efficient system of service provision. Actions for next reporting quarter: The agreement between the different agencies has not been ratified. A common assessment protocol has been discussed but is yet to be developed including necessary confidentiality safeguards. A copy of the final report has been provided to incoming Governor Perdue and his transition team. Governor Perdue's</p>	<p>ensure CPRS is capable to capture information about mental health assessments of children entering foster, care. Supervisors will be able to query for reports for those case managers under their supervision to ensure that recommendations listed are reflected in the case plan and that follow-up deadlines are met. The capability to quantify the percent of case plans which reflect findings from the assessment will be explored further with the CPRS developer. Method for measuring achievement: Further design of the CPRS is needed to meet this goal. <u>Actions to be taken next quarter:</u> 1. Team meetings will begin</p>

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					plans to address this need is under consideration at this time.	with the CPRS developer to discuss changes to the system. 2. A final plan of all improvements to CPRS will be finalized in April 2003.

Goal: The statewide multi-agency protocol will include a formal communication process for dissemination of assessment findings for case plan development.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	Develop a CPRS supervision tool to ensure comprehensive assessment findings are followed in the case plan and training. Determine percent of staff case plans that reflect strengths and needs identified in the comprehensive assessment.	Actualize ability to gather data through CPRS.	Wilfred Hamm Doris Walker Field Directors County Directors, County Supervisors Joe Wassell Juanita Blount-Clark Kelli Stone	June 2004	Presently, CPRS does not have the capability to serve as a supervision tool. However, the system is being redesigned to include a First Placement/Best Placement component, which will include data fields that will ensure CPRS is capable to capture information about mental health assessments of children entering foster care. Supervisors will be able to query for reports for those case managers under their supervision to ensure that recommendations listed are reflected in the case plan and that follow-up deadlines are met. The capability to quantify the percent of case plans which reflect findings from the assessment will be explored further with the CPRS developer. Method for measuring achievement: Additional fields must be added to the CPRS to meet this goal. <u>Actions to be taken next quarter:</u> 1. Team meetings will	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					begin with the CPRS developer to discuss changes to the system. 2. A final plan of all improvements to CPRS will be finalized in April 2003.	

Goal: Case managers have the capacity to work closely with children and families in order to ensure sustained access to needed treatment resources.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Jan. 2003	<p>1. Revise Case managers' job requirements to ensure focus on mental health needs of the child and family as defined in the comprehensive assessment (streamline and eliminate duplicative requirements). Job requirements will be more specific to meeting the needs of the family.</p> <p>2. Conduct study of caseworker caseloads using only the positions actively working a caseload in order that a true and accurate caseload accounting can be made.</p>	<p>Funding appropriated to hire enough staff to keep caseloads manageable.</p> <p>Caseloads will decrease dramatically toward meeting CWLA standards.</p>	<p>Jim Martin Juanita Blount-Clark</p> <p>Juanita Blount-Clark Wilfred Hamm</p>	June 2004	<p>Case managers job requirements have not been revised to ensure focus on mental health. At this time, preliminary data is being complied to accomplish this goal. The latest data available for caseload studies was taken over a twelve-month average ending June 30, 2002. At that time the current caseload for staff in Child Protective Services was eighteen and in Placement was twenty-one. The rates did not reflect the impact of case distribution due to employee absence for extended sick leave or family leave. Additionally, the Georgia Office of the Child Advocate completed a detailed survey September 15, 2002 with a 100% response from the 159 counties regarding caseloads, staffing and education/experience. The survey found that caseloads varied from 19 to 30 depending on the size of the county with the average statewide being 25.36 per worker. This information will assist in the process of gaining a true and accurate caseload accounting. Method for</p>	<p>Completed job study analysis and functionality in current accounting system to provide accurate caseload numbers. Currently, the numbers available for caseload count are based on allocated positions and average number of casers for a specific period.</p>

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>measuring accomplishments: Current IDS caseload accounting, survey completed by the Office of the Child Advocate and Social Services Series job descriptions. Completed job study analysis and functionality in current accounting system to provide accurate caseload numbers. Currently, the numbers available for caseload count are based on allocated positions and average number of cases for a specific period. Actions to be taken next quarter: 1. A job study analysis will be completed. 2. Functionality in the computer system will be addressed to determine if more accurate caseload accounting is possible. The start date for this goal is January 2003. Thus the preliminary work accomplished is reasonable.</p>	

Goal: Development of a statewide vision for coordinated service delivery system to children and families.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2002	Support the on-going development of resource lists, working with United Way and other existing resource databases.	Current and accurate Georgia resource listing becomes available.	Jim Martin Juanita Blount-Clark David Hellwig Normer Adams	Mar. 2003 (To be ongoing as resources are developed in the communities.)	<p>The Georgia Association for Homes and Services for Children has established an online database at www.referralcentral.info, which is the logical starting point for this benchmark. Also, www.caresolutions.com carries the list of Safe and Stable Families resource guide, which is also a starting point. Method for measuring achievement: A</p>	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					comprehensive list of county-by-county resources compiled and distributed via internet and hardcopy. Provisions for continual updating to be included. Activities have been directed toward gathering information currently available. <u>Action for next quarter reporting:</u> 1. A listing of resources both in hard copy and via Internet will be compiled. 2. A county-by-county survey of available resources to be initiated. 3. A meeting with the United Way, other database maintainers and stakeholders will be initiated to determine the most effective and efficient manner to meet this goal. 4. Determination will be made as to how to best disseminate information to case managers.	
Sept. 2002	1. Begin development of statewide database on children's mental health resources – focusing on needs identified (in assessment process) for which no service is currently available 2. CPRS will be amended to include data collection for recommendations made during the assessment process.	Improved cross-agency data on children's mental health, mental retardation and substance abuse needs become available and is used by multiple agencies when budget planning.	Jim Martin Juanita Blount-Clark Georgia Technology Ass. (GTA) Office of Planning and Budget John Hurd	June 2004	The Georgia Association for Homes and Services for Children has established an online database at www.referralcentral.info , which is the logical starting point for this benchmark. Also, www.caresolutions.com carries the list of Safe and Stable Families resource guide, which is also a starting point. <u>Method for measuring achievement:</u> A comprehensive list of county-by-county resources compiled and distributed via internet and hardcopy. Provisions for continual updating to be included. Activities have been	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>directed toward gathering information currently available.</p> <p>Action for next quarter reporting:</p> <p>1. A listing of resources both in hard copy and via Internet will be compiled. 2. A county-by-county survey of available resources to be initiated. 3. A meeting with the United Way, other database maintainers and stakeholders will be initiated to determine the most effective and efficient manner to meet this goal. 4. Determination will be made as to how to best disseminate information to case managers.</p>	
Sept. 2002	Identify through database the areas most in need of resource development and begin development strategies to meet those needs.	Agencies jointly identify critical systems gaps and recommend budget priorities as a system.	Jim Martin Juanita Blount-Clark John Hurd	June 2004	<p>The database has not been developed. Thus, studies on gaps in available resources have not been determined. The internet and hard copy resources currently in use may be adequate to initiate a gap analysis. A comprehensive list of county-by-county resources needs to be compiled and distributed.</p> <p>Actions for next quarter: 1. A listing of resources both in hard copy and via the internet will be started. 2. A visual representation of available resources will be developed along with a paper analysis to determine service gaps and geographical areas in need of service.</p>	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	Strengthen and make mandatory the Case Plan Reporting System to ensure that information about the child's mental health is documented to eliminate breaks in mental health services. Provide additional support and training so case managers can use the system effectively. Evaluation: Compare current numbers of Case Plans completed per month in CPRS and compare with the number of children entering care that same month. Conduct a structured assessment of quality on case plans in CPRS.	Issue a policy statement requiring all new 30-day case plans to be completed in CPRS. Strengthen training and support of CPRS. Examine existing case plans to assure appropriate use of data fields by case managers.	Juanita Blount-Clark Linda Doster Kelli Stone Consultation & Support Unit Mentor Unit County Directors County Supervisors	Within 1 year of acceptance of PIP October 2003	A memo was issued July 2002 to all county DFCS Directors and Field Directors mandating the use of the Case Plan Reporting System. Statewide training of case managers in use of CPRS will conclude in February 2003. <u>Method for measuring achievement:</u> 1. The Internal Data System (IDS) will be used to compare number of children entering care with the number of case plans initiated in CPRS. Additionally, the case plan will be individualized, measurable, and focused on the permanency objective. 2. A tool to assess the quality of CPRS case plans with previously documented case plans may need to be developed. <u>Actions to be taken next quarter:</u> 1. Complete CPRS training by February 2003. 2. Develop tool to assess quality of CPRS case plans. 3. Begin monthly comparisons of IDS entries with CPRS case plans initiated. Use information gathered to determine need for technical assistance to specific counties.	Training of the case managers on CPRS has not concluded. Training has been on going since September 2002.
Mar. 2002	On the Health Screen in CPRS, add a required field that must be addressed if the case manager does not provide the "Date of Last Psychological Assessment". This functionality will be added during the re-write of CPRS. Develop a report to collect data from CPRS that will show case manager's appropriate use of these fields. Evaluation: Review the system to assure these fields have been added and provide the needed	During the re-writing of CPRS, assure this functionality is added in the business analysis.	Kelli Stone Kathy Herren	Within 1 year of acceptance of PIP October 2003	<u>Achieved:</u> Functionality has been added to the CPRS requiring that case managers report the Date of Last Psychological. If not entered, the CPRS requires that the case manager document why the assessment has not occurred.	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	functionality. Review report to assure case managers are providing information in the Mental Health sections of the Health Screen.					

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail P – Item 24, Statewide Information System

Goal: Build reliability and consistency in IDSONLINE

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
May 2002	Develop training component for web based testing and classroom curriculum.	Increase in data accuracy, increase in worker competency.	Professional Development Section, Kathy Herren	Jan. 2004	A state level review of the IDS online policy, practice and procedures with the Professional Development Section has been completed. The Professional Development Section has taken the existing curriculum and will identify new and improved ways in which we can increase data accuracy and worker competency through written training materials and a web based training component. This assignment is still pending and cannot be measured against the established benchmark at this time.	
Jan. 2002	Develop an on-going communication component that identifies trends and problems against statewide reports.	Increase in data accuracy.	Kathy Herren Evaluation & Reporting Section	June 2004 and on-going	All counties need to benefit from a “one stop” information source for the identification, resolution and opportunity to learn from the successes of all county departments. A web page for social services is under construction and will be operational in 2003. The web page will allow for system messages, FAQ’s, highlighting the good works of other county offices and have access to a stand alone training site for practicing data	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					entry. The primary objective of the web site is to emphasize the importance behind accurate data collection. Once the web page is established, the Evaluation and Reporting Unit will identify a series of data elements that will be periodically selected from IDS online and county DFCS offices will have their data published along with tips for data resolution and the correct policy interpretation. This assignment is still pending and cannot be measured against the established benchmark at this time.	
Jan. 2002	Establish deadlines for corrections to data prior to submission of AFCARS file.	Increase in data accuracy.	Kathy Herren	June 2004 and on-going	The continued use of state level monitoring of AFCARS data elements continues through quality assurance reviews, state level data evaluation and individual county resolution. All AFCARS data has been and will continue to be evaluated for problems prior to submission. With the use of social services information systems web page, county offices will be aware of data discrepancy issues every month versus waiting for the six month file to be evaluated. This assignment is still pending and cannot be measured against the established benchmark at this time.	

Goal: Increase competency skills of core user group

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	Identify problems that currently exist in core user group.	Surveys that indicate problems and follow-up surveys that indicate increase in knowledge.	Kathy Herren Evaluation and Reporting Section	June 2002	<u>Achieved.</u> A systemic review of IDS online based on the Child and Family Services Review indicated that “users” found the information system problematic. Acknowledging that the original system was designed to have administrative support staff in county offices as the primary user of IDS, we needed to initiate change by “re-defining” who is the “core user group”. A review of the current user group suggest that we have an increase number of case managers and their supervisors that have been assigned the task of data entry into IDS online out of necessity. Vacancies and hiring freezes of the Administrative Assistant classification has often hampered the county office to submit timely and accurate data. Thus, developing competency within the county office that was built out of necessity. Our new definition of “core user group” has expanded and allows for case managers and supervisors, who in addition to providing direct services and supervisory support, lack knowledge of how to use the system effectively. Eventually, it will be an expectation that all case managers will be responsible for maintaining their own electronic	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>case records and data collection. Until that time, computer skills, aging equipment, technology upgrades and lack of procedural know how, were identified as challenges that county staff deal with on an ongoing basis. Using the January 1, 2003 merge of the Protective Services Data System (PSDS) into IDS online as a test, we identified the current skills and competencies that are present in county offices. Those staff that were administrative assistants or performed clerical duties in their county offices, indicated that they were excited about they system and felt that it was easy to use and required little typing. The use of paper to screen was not perceived as a difficult transition as the form was consistent with the screens. Those case managers and supervisors in attendance shared the same sentiment but indicated that as seasoned IDS online users, the use of the system was easier for them and might meet with resistance from those that had not been forced out of necessity to do their own data entry. Additional training will be available to case managers and supervisors through a web based training site and a computer lab experience. Ongoing surveys and feedback from all users is still needed to ensure that</p>	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					we continue to meet the needs of the user group. The benchmark that was established for this program improvement plan is going to be an ongoing process.	
Nov. 2001	Develop statewide training opportunities for managers.	Completed statewide training opportunities.	Kathy Herren	Nov. 2003	There has been little work completed on this action step until we have the other pieces in place that will allow us to respond to statewide training and mentoring issues.	

Goal: Enhance existing system to meet on-going data needs

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Jan. 2003	Merge the use of PSDS into IDSONLINE.	Completion of the merge and availability of historical data for screening.	Kathy Herren	Dec. 2003	On January 1,2003 all new CPS referrals will be captured in IDS online. All new referrals can have a historical search of the new data in the IDS online system immediately. We have cases that are identified as calendar year 2002 under investigation; county offices will be required to maintain two systems until March 2003. In March, the existing PSDS system will be closed to data entry and allow for historical screening only. In April 2003, all screening for agency history will be terminated in the old system and managed in the new IDS online system.	
Jan. 2003	Expand and create additional management tools for tracking based on available data.	Completion and expansion of management reports.	Kathy Herren	June 2004 and on-going	All management reports in IDS online are being evaluated for efficiency, duplication and usefulness. As a need is identified	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					that may have statewide usefulness, it has been added to the current inventory. Solicitation for suggestions from state and county management staff will occur within the next 12 months so that development and implementation can be completed by the established deadline.	

Goal: *Contingent upon SACWIS PAPD and IAPD approvals, to develop a Statewide Information System that is compliant with SACWIS requirements and supports the efficient, effective, timely and consistent provision of case management services.*

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARIERS TO ACHIEVEMENT
June 2002	Submit DFCS Case Management BPR PAPD – Planning Advanced Planning Document - to ACF for approval. Evaluation: ACF approval of PAPD.	Release received by ACF (6/14/02).	Carol Veihmeyer	August 2002 (60 day review period)	<ul style="list-style-type: none"> PAPD submitted to ACF 6/02. Received conditional approval 8/02 Submitted PAPD Response 9/02 Awaiting ACF approval.	
Sept. 2001	Complete DFCS Case Management Future State Design. Evaluation: DFCS Management Team approval, sign off of presentation by Juanita Blount-Clark.	Presentation to DFCS Management Team (5/02).	Carol Veihmeyer	June 2002 (scheduled DFCS Management meeting)	<ul style="list-style-type: none"> BPR efforts began 7/01 and was completed 7/02 by demonstrated approval of Future State 7/15/02 DFCS Management Team and Executive Oversight Committee approval <u>Action Step Achieved</u>	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARIERS TO ACHIEVEMENT
Oct. 2002	Field Demonstration of State Design and Revise FS Model/Design as required. Evaluation: Revised Plan	Evaluation of Model (11/02).	Carol Veihmeyer	11/02	<ul style="list-style-type: none"> Safe Futures Program Improvement Statement of Need (SON) being finalized Included in Safe Futures Program Improvement Statement of Need (SFPI-SON) <p><u>Data/resources available /needed to measure improvement:</u></p> <ul style="list-style-type: none"> SFPI-SON completion and release Vendor selected Contract awarded Finalized SON needed Vendor selection needed Contract needed <p><u>Methods of measuring improvements:</u> SFPI-SON status reports</p> <p><u>Action to be taken to meet project goals:</u></p> <ul style="list-style-type: none"> Completion of SON Release of SON Vendor selection Contract awarded 	<ul style="list-style-type: none"> Decision made to separate from System planning which caused a delay Restructure of DFCS management

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARIERS TO ACHIEVEMENT
Oct. 2002	Program Improvement Change Management Plan. Evaluation: Plans presented and approved by DFCS Management Team.	Improvement Plans developed.	Carol Veihmeyer	04/03	<p>Developed as part of Safe Futures Program Improvement SON (SFPI-SON)</p> <p><u>Data/resources available/needed to measure improvement:</u></p> <ul style="list-style-type: none">• Project Management• SFPI-SON vendor needed• Project management needed. <p><u>Method of measuring improvement:</u> SFPI-SON status report(s)</p> <p><u>Actions to be taken to meet goal:</u></p> <ul style="list-style-type: none">• Finalization of Safe Futures SFPI-SON• Release of SFPI-SON• Selection of Vendor• Contract awarded	<ul style="list-style-type: none">• Decision made to separate from System planning which caused a delay• Restructure of DFCS management

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARIERS TO ACHIEVEMENT
August 2002	Planning Contractor Procurement – new contract approved by ACF. Evaluation: Plans presented and approved by DFCS Management Team.	ACF approved SOW (8/02). Proposals reviewed. Selected vendor. Planning Contract in place (10/02).	Carol Veihmeyer	10//02	<ul style="list-style-type: none"> PAPD submitted 6/02 Response to 6/02 PAPD submitted 9/02. <p><u>Data/resources available/needed to measure improvement:</u></p> <ul style="list-style-type: none"> None, have not received final approval from ACF re: PAPD Response/SON ACF decision regarding Georgia’s PAPD Response needed. <p><u>Method of measuring improvements:</u> Response from ACF</p> <p><u>Actions to be taken to meet projected goals:</u> Approved contract</p>	Awaiting approval of PAPD Response/SON
Oct 2002	SACWIS Technical Design Development. Evaluation: Present Detailed Future State Design for approval.	Detail Functional Requirements Detail System Requirements Information Architecture Hardware/Software Requirements	Carol Veihmeyer	02/03	Eliminated from SACWIS Planning SON at ACF request.	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARIERS TO ACHIEVEMENT
Oct. 2002	Complete SACWIS Feasibility Study. Evaluation: Presentation of Alternatives and approval of system acquisition.	Completed System Alternative Analysis.	Carol Veihmeyer	11//02	<ul style="list-style-type: none"> Statement of Need (SON) for technical design included in 6/02 PAPD submitted to ACF for approval. DHR agreed with ACF recommendations to incorporate detailed technical design information into RFP under an approved PAPD. SACWIS Statement of Need released 11/26/02 for vendor to develop RFP and IAPD. <p><u>Data /resources available/needed to measure improvement:</u></p> <ul style="list-style-type: none"> Project Management structure, System SON deliverables. SACWIS Safe Futures Project structure needed SACWIS Safe Futures vendor needed <p><u>Method of measuring improvement:</u></p> <ul style="list-style-type: none"> Monitor status of required approvals Deliverables <p><u>Actions to be taken to meet projected goals:</u> Selection of vendor</p>	Process modified to accept ACF recommendations.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARIERS TO ACHIEVEMENT
Oct. 2002	Complete Cost Benefit Analysis. Evaluation: Presentation of Cost/Benefit.	Completed Cost/Benefit Analysis 12/02.	Carol Veihmeyer	12/02	<ul style="list-style-type: none"> SON for Technical design included in 6/02 PAPD submitted to ACF for approval. DHR agreed with ACF recommendations to incorporate detailed technical design information into a RFP under an approved PAPD SACWIS SON released 11/26/02 for vendor to develop RFP and IAPD. <p><u>Data/resources available/needed to measure improvements:</u></p> <ul style="list-style-type: none"> Project Management structure System SON deliverables SACWIS Safe Futures Project structure needed SACWIS Safe Futures vendor needed <p><u>Method of measuring improvements:</u></p> <ul style="list-style-type: none"> Monitor status of required approvals Deliverables <p><u>Actions to be taken to meet projected goal:</u> Selection of vendor</p>	Process modified to accept ACF recommendations.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARIERS TO ACHIEVEMENT
Oct. 2002	Develop SACWIS IAPD/RFP. Evaluation: Approved IAPD and RFP.	Released IAPD and RFP.	Carol Veihmeyer	12/02	<ul style="list-style-type: none"> SON for Technical design included in 6/02 PAPD submitted to ACF for approval. DHR agreed with ACF recommendations to incorporate detailed technical design information into a RFP under an approved PAPD SACWIS SON released 11/26/02 for vendor to develop RFP and IAPD. <p><u>Data/ resources available/needed to measure improvements:</u></p> <ul style="list-style-type: none"> Project Management structure System SON deliverables SACWIS Safe Futures Project structure needed SACWIS Safe Futures vendor needed. <p><u>Method for measuring improvements:</u></p> <ul style="list-style-type: none"> Monitor status of required approvals. Deliverables <p>Actions to be taken to meet projected goals:</p> <ul style="list-style-type: none"> Selection of vendor 	Process modified to accept ACF recommendations.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARIERS TO ACHIEVEMENT
March 2003	Implementation Contractor Procurement – new contract approved by ACF. Evaluation: Approved Contract in place.	ACF approved SOW. Proposals reviewed. Selected vendor. Implementation contract in place 06/03.	Carol Veihmeyer	06/03	Planning SON released 11/20/02. This will lead to RFP development and contractor procurement.	
June 2003	Release I Evaluation: Release meets stated quality and performance standards.	Selected vendors working on release. Release piloted. Roll out plan approved. Release I operational Statewide.	Carol Veihmeyer	12/03		

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail Q – Items 35-37, State has in place an array of services that assess the strengths and needs of children and families and determine other service needs, address the needs of families in addition to individual children in order to create a safe environment, enable children to remain safely with their parents when reasonable, and help children in foster and adoptive placements achieve permanency.

START DATE	ACTION STEP	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
August 2002	Conduct a statewide needs assessment of existing support services to determine gaps in service array and accessibility to include mental health, family violence, substance abuse treatment, and post treatment services, treatment continuum for sexual abuse, intensive in-home services, out of home services to include the immediate availability of foster homes, medically fragile foster homes, and therapeutic foster homes.	Compile and disseminate a report of findings.	David Hellwig Dianne Sacks Doris Walker County Directors County Supervisors Social Services Quality Task Force Consultation & Support Unit	December 2002 Requesting a date change to September 2004	<ul style="list-style-type: none">A preliminary assessment of existing state and federally funded support services has been completed. Resources surveyed to date include services provided through or outsourced by (1) DHR Division of Mental Health, Developmental Disabilities and Addictive Diseases (MHDDAD), (2) DHR-DFCS Office of Community Services Domestic Violence Program, (3) DHR-DFCS-FC First Placement Best Placement and (4) DHR-DFCS-FC Promoting Safe and Stable Families Program.State funded mental health services are currently delivered through eight regional	<ul style="list-style-type: none">The number of agencies required to conduct a thorough assessment of all existing support resources will require the full input of several DHR Divisions and child and family advocacy agencies. Additional time and resources will be needed to conduct an exhaustive survey and compile a representative report.Coordination with the

START DATE	ACTION STEP	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>hospitals, 26 community service agencies and a network of private providers.</p> <ul style="list-style-type: none">• Domestic Violence shelters funded by the state Office of Community Services include 41 certified family violence programs, operated by private, non-profit organizations. They provide 24-hour crisis lines, legal and social service advocacy, children's programs, parenting support and education. 38 of these programs also offer emergency safe shelters.• Community based child and family services funded by DHR-DFCS Promoting Safe and Stable Families Program include 134 private, non-profit agencies across the state. Authorized by the Adoption and Safe Families Act of 1997, these agencies deliver a full continuum of child abuse prevention, early intervention, and family preservation.	<p>with the office of Evaluation and Reporting and the Barton Law Clinic has been requested to facilitate the analysis and documentation of statewide service array, accessibility and geographic distribution.</p>

START DATE	ACTION STEP	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>reunification and adoption promotion services. Services are currently available to families in 143 counties statewide. Service accessibility has been enhanced through delivery in a variety of community-based settings including, Family Resource Centers, Schools, Domestic Violence Shelters, Residential and Day Substance Abuse Treatment Facilities, Hospitals, Therapeutic Treatment Facilities, CASAs, Colleges of Social Work, Church based organizations and community-based Family Visitation centers throughout the state.</p> <ul style="list-style-type: none"> In January 2002, Governor Roy Barnes convened 32 individuals representing public and private sectors to the Governor's Action Group for Safe Children to assess and develop a plan for safe placements for children in state custody. The 	

START DATE	ACTION STEP	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					assessment included the immediate availability of foster homes, medially fragile foster homes and therapeutic foster homes. The Action Group met from January through August 2002 to develop findings and recommendations.	
Jan. 2003	Collaborate with providers, stakeholders and consumers to address gaps in the service array and develop a continuum of services accessible statewide.	Funding and resource allocation plan to address identified gaps in service array and geographic accessibility.	Wilfred Hamm Sarah Brownlee Doris Walker Dianne Sacks David Hellwig Ann Dennard Smith	March 2003	<ul style="list-style-type: none"> The Division hosted the FFY 2003 PSSF Bidders Conference to provide information and technical assistance to public and private non-profit entities and county departments interested in developing or enhancing community service resources for children and families. More than 200 agency representatives in attendance were provided information on the PSSF Program and funding process, federal and state funding objectives and desired outcomes for children and families served by the state of Georgia. Relevant information was shared on the CFSR process, findings and recommendations for 	

START DATE	ACTION STEP	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>program improvement, with particular emphasis on the current array of services and the development of supports and services in under resourced counties.</p> <ul style="list-style-type: none"> Targeted funding for the FFY 03 cycle has effectively increased the number, quality and array of services for children and families at-risk and children confirmed as maltreated. PSSF Services are now accessible in 91% of the state with service delivery in 143 counties statewide. A report of the findings and recommendations born out of the Governor's Action Group for Safe Children was released in January 2003. The report identified corrective systemic options and practices and recommendations. 	
June 2002	Compile and post a comprehensive web-based directory of existing local and statewide service resources. Resource Directories will be made available to all front line case managers and supervisory staff.	Monthly monitoring of web site to determine frequency usage.	Ann Dennard Smith Andy Barclay Normer Adams United Way 211	Dec. 2002 and on-going	Achieved. To increase staff knowledge of and access to existing service resources, the following resources are now available on the internet:	Cost associated with ongoing site maintenance and updates.

START DATE	ACTION STEP	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<ul style="list-style-type: none"> GAHSC's Referral Central.net currently posts an on-line resource directory of statewide providers of children's services, which includes, FP/BP Assessment Providers, Emergency Shelters, Family Preservation and Counseling Services, Psychiatric Hospitals, Therapeutic Treatment Facilities, Private Foster Care Agencies, Therapeutic Group Homes and Transitional Youth Services. PSSF 2003 Service Provider Resource Guide a Comprehensive Regional Directory of community-based child and family service agencies funded under DHR-DFCS Promoting Safe and Stable Families Program (PSSF). Services include, child abuse prevention, early intervention, family preservation, reunification services and adoption promotion and support services. The resource guide is accessible on line at 	

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					<p>www.gahsc.org and www.caresolutions.com</p> <ul style="list-style-type: none"> The DHR Division of Mental Health, Developmental Disabilities and Addictive Diseases has produced a comprehensive listing of regional mental health resources delivered through eight state hospitals, 26 community service boards, boards of health and private providers. The Georgia Mental Health Online Sourcebook and the Substance Abuse Internet Referral Service are available on the web. <p>Links to the current DHR Web Site, GAHSC Referral Central and IDS On-Line are under development. .</p>	
Nov. 2002	Develop curriculum and deliver training to staff and providers to enhance capacity to assess underlying family needs that create safety concerns for children.	As a part of the Annual Qualitative Case Review, a representative sample of cases will be reviewed to determine if there is demonstrated improvement in case manager's ability to adequately assess underlying family needs as reflected in improved service coordination and outcomes for families.	Geraldine Jackson White TA: Child Welfare Policy and Practice Group	Feb. 2003 and on-going	<ul style="list-style-type: none"> In May of 2002, the DHR Promoting Safe and Stable Families Program hosted the 5th Annual Safe Families Symposia. The fifth in a series of statewide training and technical 	

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					<p>assistance conferences, the Symposium provided an opportunity for 241 front line workers, supervisors and community based services providers to expand their practice skills in the areas of assessment driven, family centered practice. The Safe Families Symposium Series has been designed to enhance the practice, supervisory and management skills needed to improve the quality of community-based supports, services and outcomes for children and families.</p> <ul style="list-style-type: none">• In direct response to CFSR Systemic Factor – Item 35 Service Array, training offerings for the 2002 Symposium addressed the practice improvement recommendations of federal and state child welfare experts identified in Georgia’s CFSR. Improving Outcomes: Comprehensive	

START DATE	ACTION STEP	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Assessment and Individual Family Action Plans was developed and delivered by the Child Welfare Policy and Practice Group, Montgomery Alabama . Designed to improve the practice skills of front line workers and direct service providers, the training offered an intensive overview of the interlocking steps necessary to assess and respond through service coordination, to the underlying family needs which create safety concerns for children. Topics covered included strengths-based assessment and solution focused interviewing techniques.	

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail R - Item 42, The standards are applied to all licensed or approved foster family homes or childcare institutions receiving title IV-E or IV-B funds.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Dec. 2002	<p>Explore the development of uniform licensing standards for all public and private family foster homes and child-caring institutions by establishing a committee to complete the following:</p> <p>A. Analyze commonalties and differences in DFCS and DHR office of Regulatory Services (ORS) standards/policy for licensure or approval of family foster homes and child-caring institutions.</p> <p>B. Identify what agency policy and legislative requirements need to be revised and implemented to establish uniformity.</p> <p>C. Identify the impact of uniform licensing requirements on staffing and other fiscal factors.</p> <p>D. Make recommendations based on information gathered in steps A-C above.</p> <p>Evaluation: A report documenting DFCS proposed changes and recommendations for the establishment of uniform foster family licensing standards, including legislative and fiscal impact.</p>	<p>Conduct a series of workgroups to begin reviewing and assessing DFCS and ORS policies and procedures for foster family homes between 12-2002 and 12-2003.</p> <p>Complete written report issued detailing commonalities and differences in DFCS and ORS policies/standards; recommendations for revisions and fiscal implications indicated.</p>	<p>DFCS; ORS; Field Directors Georgia Association of Homes and Services for Children (GAHSC); Stakeholders; Legislation Team</p>	April 2004	<p>1. Two meetings of core workgroup members held to review and discuss steps to be taken in implementing the PIP. 2. A proposal is presently being developed to outsource the task of reviewing and completing a comparative analysis of commonalities and differences in DFCS (public) and ORS (private) standards for licensure or approval of family foster homes and child-caring institutions. Method for measuring achievement: Written proposal completed and submitted for approval by 12-30-02 and proposal approved by 1-31-03. Actions to be taken next quarter: Submit proposal for approval; select contractor; completion of the comparative analysis of DFCS and ORS standards/policy for licensure of foster homes by contractor; and submission of written report. Follow-up meeting coordinated by contractor to review comparative analysis & make recommendations for change re: outcomes of comparative analysis of uniform licensing standards.</p>	<p>A. Funding of contract services</p>
Oct. 2002	Review and revise as necessary DFCS policy	Review present policy	DFCS,	April 2004	1. Core workgroup met to discuss	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>regarding the local county departments' waiver of minimum standard requirements for foster homes.</p> <p>A. Develop workgroup to identify and resolve problem area.</p> <p>B. Revise and implement necessary policy changes.</p> <p>Evaluation: The Social Services (Foster Care) Manual is updated to reflect any new agency directives regarding the granting of waivers by 7/2003</p>	<p>regarding the granting of waivers to determine compliance with ASFA (Final Rule) by 10/2002</p> <p>Revision and implementation of policy limiting the granting of waivers of the minimum standards waivers by DFCS county departments by 7/2003.</p>	Field Directors; Stakeholders, Social Services Quality Task Force		implications of this Action Step and agreed that this item would be addressed as a part of the overall review for uniform licensing standards.	

PIP QUARTERLY REPORT FOR GEORGIA

Work Plan Detail S - Item 44, State has in place a process for ensuring the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the State for whom foster and adoptive homes are needed.

Goal: Expand placement resource options.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Jan. 2003	<p>A. Explore the feasibility of funding staffing strategies that incorporate the development of Regional Resource Development teams for the recruitment, preparation and approval, retention, re-evaluation, supervision and support of foster, adoptive and foster/adopt homes within the region.</p> <p>Evaluation: A decision is rendered by the Office of Planning and Budget regarding the funding of regional positions by April 2004.</p>	Meeting held with the Office of Planning and Budget to discuss the funding of positions for Regional Resource Development teams to meet family resource needs.	DHR Budget Office DFCS Director, DFCS SS Director, Foster Care Unit, Office of Adoption, Placement Res. Dev. Unit	April 2004	<p>1) A proposal was previously developed by members of the work group addressing the funding of Regional Resource Development consultant positions to better monitor, improve the quality and increase the overall number of family foster homes throughout the state. The proposal is currently being updated to address more current needs and will be re-submitted to the office of Planning and Budget for subsequent review by January 31, 2003. Method for measuring achievement: Proposal completed, reviewed and amended by workgroup as needed; comparisons of number of homes developed and children needing placement at different intervals. Present statistics as follow: Total foster homes end of SFY 01 = 3,411; Total foster homes developed SFY 01= 982; Total homes closed SFY 01 =998; Children placed in family foster homes SFY 01= 10,990; Children served in foster care SFY 01 = 20,745. Actions to be taken next quarter: Submission of</p>	Budgetary constraints in funding the RRDC positions as requested in the proposal.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					proposal to the Office of Planning and Budget and meeting with OPB to review and discuss	
In effect until June 30, 2002	B. Make funding available for private child-caring agencies to recruit, develop and provide on-going supervision and retention services to foster and foster/adopt homes, in a manner similar to services provided an existing contract between the Office of Adoptions and private child-caring agencies. Evaluation: Funds allocated and contracts established with private child caring agencies for services in the recruitment, development, supervision and retention of foster homes.	Funding appropriated to contract with private agencies to recruit and develop foster and foster/adopt homes.	DHR Budget Office, DFCS Director, DFCS Social Services Section Director, Foster Care Unit, Placement Resource Development Unit, Linda Ladd	Presently in effect	1) A contract with private child-placing agencies for the recruitment, and development of foster and adoptive homes ended on June 30, 2002. Approximately 109 foster homes were developed under this contract. 2) Funding allocated (\$500,0000 in Oct. 2002) for DFCS county agencies to contract with private entities for the preparation and development of foster homes.	
Effectuated	C. Increase per diem payments to private agencies that provide family foster care for DFCS.	Payments to private family foster care providers increased to \$33.30 per day.	Juanita Blount-Clark GAHSC (members and non-members) Foster Care Unit DHR Budget Office	Oct. 2001	<u>Method for measuring achievement:</u> 1. Comparison of number of homes developed during contract periods with the number approved during two previous years. Total foster homes developed SFY 00 = 807; total foster homes developed SFY 01= 982 (data not available for 2002). <u>Actions to be taken next quarter:</u> Compare number of homes developed over past three quarters. 1) Achieved: Regular foster care per diem payments increased to \$33.30 per day for private providers in Oct. 2001. Negotiations in effect to increase per diem to private providers for the emergency 30 day placement of children.	
Oct. 2002	Evaluation: Renegotiation of per diem rates effected by	Effect re-negotiation with private agencies to increase daily rates by 9/2003.	DFCS Social Services Section Director, Treatment Unit	Sept. 2003		
Jan. 2003	D. Explore the funding available for the development of a Foster Care Recruitment position, to operate in conjunction with the Office of Adoptions Recruitment Manager in providing leadership to Resource Development teams and	Meeting held with the Office of Planning and Budget to request the funding for a Foster Care Recruiter position at the Division (State) level to work	DHR Budget Office, DFCS Director DFCS SS Section Dir., Juanita Blount-Clark, GAHSC (members and non-	April 2004	Achieved: Foster Care Recruitment Consultant position established through restructuring of Placement Resource Development Unit on December 1, 2002.	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>private child-caring agencies in recruiting a continuum of placement resources (including foster, foster/adopt, adoptive and emergency placement homes) that reflect the specialized and individual needs (medical, therapeutic, teens, siblings, etc.) as well as the ethnic and racial diversity of children needing placement</p> <p>Evaluation; Decision rendered by the Office of Planning and Budget regarding the allocation of a Division Foster Care Recruitment position on the Division level.</p>	in conjunction with the Office of Adoption in providing leadership to county RD staff and private agencies in the recruitment and retention of foster and adoptive homes.	<p>members), DHR Planning and Budget Office, Budget Office, DFCS Social Services Section Director,</p> <p>Foster Care Unit, Placement Resources Development Unit, Linda Ladd</p>			
Dec. 2002	<p>E. Develop a database of resources to be used in supporting families in the maintenance of foster, foster/adopt and adoptive placements across county lines.</p> <p>Evaluation: Database of resources developed in partnership with GAHSC and made accessible to state and private agencies and foster parents by 6/2003.</p>	Resource Directories developed and made available for use by DFCS and private agency Case Managers to support foster, foster/adopt and adoptive placements.	GAHSC and non-members, State DFCS, Office of Adoption, DFCS County Depts.	July 2003	<p>Partially Achieved: The Georgia Association of Homes and Services for Children (GAHSC) has initiated the development of a database of "placement resources" through their Referral Central link on the GAHSC website. This resource is being expanded to include direct services that may be accessed by agencies on behalf of children and families of interest. This resource was previously used by private agencies. GAHSC has composed an email to all DFCS county agencies apprising them of the availability of this resource and means of accessing. DFCS will follow through with a memorandum to all County and Field Directors apprising them of the availability of this internet resource and suggestions for in-house accessibility. The GAHSC web address is as follows: www.referralcentral@gahsc.org A more complete address:</p>	Ability of DFCS county agencies to obtain access as needed. Timely updating of database.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					www.gahsc.org/data/resourcepage.htm Methods for measuring achievement: Availability and accessibility of placement resources by both public and private agencies. Actions to be taken next quarter: Continue expansion of database of placement and service resources with GAHSC and the State Office of Adoptions.	
July 2003	F. Develop a protocol with privately operated shelters and child-caring agencies for the implementation of MOUs with county DFCS offices to increase the pool of emergency placement resources for children entering care and to address the broad range of placement needs, which include teen, sibling, therapeutic, and medically fragile care. Evaluation: Protocol developed for private agencies and shelters to implement MOU's with county DFACS agencies developed by 2/2004.	Meetings with DFCS and private agencies to discuss development of protocol for the placement of children: 7/2003 – 12/2003.	GAHSC & non members, ORS, State Treatment & Foster Care Units, PRD Unit, DFCS County Depts.	June 2004	A meeting is being scheduled with GAHSC and non-members, and DFCS Foster Care, Placement Resources, and Treatment Units and DFCS County Depts. To initiate discussion around development of protocol by 1-31-03. Methods for measuring achievements: Initial meeting held and discussions around protocols for effecting MOU's for the emergency placements of children with private agency resources initiated. Actions to be taken next quarter: Series of meetings with the above groups held to continue development of protocol for implementation of MOU's.	Budgetary Constraints; public/private consensus on protocol; availability of private agency emergency placement resources.

Goal: Improve the Retention rate among foster families.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Dec. 2002	A. Evaluate the current foster parent preparation model (GPS:MAPP) for its effectiveness in the preparation and retention of foster, adoptive and foster/adopt parents.	Instrument developed and implemented in the evaluation/assessment of the effectiveness of GPS:MAPP in preparing and	DFCS. Office of Adoption	March 2003	A comparative assessment of the three leading national foster/adoptive family preparation curricula has been completed: PATH, Father Flanagan's	

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Evaluation: Report of evaluation and assessment outcomes developed and recommendations made regarding the effectiveness of the current foster parent preparation model (GPSD:MAPP).	retaining foster parents. Additional preparation and training components developed as needed.			Boy's Home (Rebuilding Children's Lives), PRIDE, and Lutheran's PPPFP. <u>Methods for measuring achievement:</u> Written report of comparative assessment completed. <u>Actions to be taken next quarter:</u> Review and discuss curricular assessment outcomes and make recommendations as needed.	
Dec. 2002	<p>B. Assure foster parent participation in annual, competency-based in-service training.</p> <p>Evaluation: County or statewide system developed to track the status of required annual foster parent training by 4/2004.</p> <p>Evaluation: Additional in service training opportunities developed for foster parents.</p>	<p>Tracking and tickler system developed to track status of foster parent training by providing quarterly reports to counties of training hours completed.</p> <p>Increased opportunities for continued parent development provided on both the state and the local levels.</p>	<p>E & R, State and County DFCS</p> <p>State and County DFCS, Foster Care Unit</p>	April 2004	<p>The State has contracted with a private provider who is piloting a system for tracking in-service training hours in one of the county DFCS areas.</p> <p><u>Method for measuring achievement:</u> Continued implementation of pilot program for tracing in-service training hours for foster parents. <u>Actions to be taken next quarter:</u> Assess progress of pilot program and make adjustments as needed. Expand the training tracking system statewide to include setting up procedures for data input, developing database of information that is accessible to county/state agencies, developing procedures for tacking training hours (who, how, what, etc.). Continue funding for in-service training. Expand training opportunities for foster parents, i.e. Horizon Institutes and state supported regional training.</p>	Possible outcomes of pilot program may present barriers. Funding for statewide expansion of program.
Dec. 2002	C. Enhance county's capacity to retain foster parents by strengthening team/ partnership strategies between county departments and foster parents	State and local guidelines for the support and retention of foster and adoptive parents are developed.	State and County DFCS	July 2003	Implementation of a statewide foster parent support poster campaign. Basic guidelines developed addressing foster parent retention/support. Foster parent retention and support	Administrative follow through for effective implementation.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Evaluation: Guidelines to enhance the retention of foster parents developed and sent out to county agencies by 6/2003. Evaluation: Guidelines for completing exit interviews for foster parents developed and sent out by 6/2003.	Guidelines for completing required exit interviews with foster parents developed for use by counties.	State Foster Care, Placement Resource Development Unit, GAHSC		workshops provided at the annual Resource Development and Placement Conferences. <u>Method for measuring achievement:</u> Posters are completed and produced. <u>Actions to be taken next quarter:</u> Letter completed and endorsed by State Directors, Commissioner and the Governor in support of campaign, mailed to all County and Field Directors for implementation. Posters disseminated to counties and displayed in areas of high visibility through out the agency and community. Update and expand upon retention guidelines and submit to counties for implementation. Develop more specific guidelines for implementing foster parent exit interviews. Make recommendations for inclusion of issue in annual staff/administrative training/workshops, etc.	
Effected	Provide supportive wrap-around services for crisis intervention to prevent placement disruptions.	Guidelines established and implemented for counties in the provision of wrap-around services for foster, foster/adopt and adoptive placements to prevent placement disruptions.	Foster Care Unit County Supervisors Case managers	Oct. 2001 (Completed)	<u>Achieved: 10-2001:</u> Guidelines for Wrap-Around Services for foster, foster/adopt families established and implemented by counties. Over 2,500 DFCS staff, First Placement/Best Placement private providers and foster parents received training on Wrap-Around services for crisis intervention. A database of placement and services resources has been established and is being expanded upon by GAHSC for county use. <u>Method for measuring achievement:</u> Decreased child placement moves.	Availability of local resources; continued funding for services; and timely updating of GAHSC resource database.

START DATE	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	COMPLETION DATE	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Actual utilization of allocated funds for services. Decrease in the number of homes closed due to insufficient support services. <u>Actions to be taken next quarter:</u> Ensure county awareness and utilization of expanded resources through the expansion of the GAHSC database. Policy and FP/BP provider information added to the DHR/DFCS web page to allow for grater access by staff and foster parents.	

